

Organizational Review and Performance Audit
CITY OF DES MOINES, WASHINGTON

FINAL REPORT

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INTRODUCTION AND EXECUTIVE SUMMARY

In January 2011, the Matrix Consulting Group initiated the Organizational Review and Performance Audit of the Des Moines Police Department. The overall purpose of the study is to assess police services and provide information and recommendations to support City budget decisions, organizational requirements, and potential operational and budgetary efficiencies.

To complete the study, the project team conducted the following activities:

- Conducted interviews with the Police Department command staff and other key managers / supervisors, including the Chief, Commanders, Sergeants, etc., to understand overall organization, staffing, and operations.
- Collected and reviewed Police Department documentation, including budgetary and financial reports, human resources information, strategic planning documents, workload and statistical reports, etc.
- Collected and reviewed extensive calls for service data obtained from the Valley Communications Center to understand workload demands, including both community generated and officer-initiated activities, as well as information generated from the Police Department records management system.
- Conducted an employee survey to understand employee perceptions of overall organization, management, and operations.
- Evaluated the current organization and operation of the Police Department and compared against industry standards of efficiency and effectiveness.
- Reviewed project deliverables with City and Police Department staff to obtain feedback on data and information accuracy.

To further understand the overall operating environment of the Police Department, the project team conducted interviews with City management staff, elected officials, and other non public-safety personnel.

The following executive summary provides the context of the study, including the key findings and recommendations.

Executive Summary

Like many local governments in Washington and across the country, city policy-makers and managers are being faced with significant budget challenges, while at the same time working to maintain levels of service. For law enforcement, this is especially challenging as the respective costs typically account for a significantly high percentage of the general fund (approximately 35% in Des Moines), while at the same time the delivery of law enforcement services is one of the highest priorities of the community. As such, city policy-makers and managers are making strategic choices that balance budget resources with appropriate service level objectives.

With the City's pending decision regarding the Police Department's continuance or re-allocation of the Levy Lid Lift, which is currently \$1.5 Million, this report essentially concludes the following:

- There are opportunities for the City to re-allocate resources within the Police Department to address service level objectives and other priorities (e.g., traffic enforcement, special enforcement, etc.), and maintain the current law enforcement budget of \$7.9 Million (including General Fund and Levy Lid Lift).
- There are opportunities for the City to reduce resources and meet adequate levels of public safety services. If the City chooses to reduce staffing levels within the Police Department, the project team identified total annual operating savings equating to nearly \$690,000 – resulting in a potential law enforcement budget of \$7.3 Million.
- Finally, the project team estimated annual potential savings from the use of alternative service delivery providers (through a law enforcement contract with a surrounding agency) of between \$1.4 Million and \$1.8 Million – resulting in a potential law enforcement budget of between \$6.1 Million to \$6.6 Million.

Toward this, the Organizational Review and Performance Audit of the Police Department provides guidance to the City of Des Moines on various options that may enhance utilization of personnel and / or increase overall efficiency and effectiveness, while achieving appropriate levels of law enforcement services. The table below summarizes the findings and recommendations of this report, which is based on a combination of the project team's experience working with over 250 police departments in Washington and across the country, industry standards of efficiency and effectiveness (from such organizations as the International Association of Chiefs of Police and International City / County Management Association), as well as key comparative indicators from other similar sized jurisdictions in Washington.

#	Key Finding	Key Recommendation
1	The DMPD has not established a target for proactive time in order to assess patrol staffing levels, as well as determine the capacity to engage in targeted proactive enforcement.	The Police Department should formally adopt a 45% proactive target for patrol services.
2	The overall proactive time based on community generated calls for service, the time required to handle the workloads, and officer availability, is approximately 65%, indicating the opportunity to reduce / reallocate resources as appropriate.	<p>The Police Department should authorize a total of 16 police officer positions for patrol and reduce / reallocate 4 authorized police officer positions as necessary.</p> <p>The Police Department should target the minimum patrol staffing level to be 3 police officers per hour.</p>
3	Based on the current reporting block and district design, there is not only an imbalance in calls for service volume among the districts, but also the total number of districts should also be reduced to promote greater accountability.	The Police Department should consolidate from 4 Patrol Districts to 3 Patrol Districts, with each District assigned at least one police officer per shift.
4	The level of officer-initiated activity is below industry standards of efficiency and effectiveness, indicating an opportunity to enhance the utilization and role of patrol operations in the delivery of public safety services.	The Police Department should adopt a performance measure regarding the number of self-initiated activities conducted on an hourly basis.

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#	Key Finding	Key Recommendation
5	The DMPD has not fully established a comprehensive approach for community policing in order to enhance accountability of patrol operations and to improve the overall delivery of public safety services in the City of Des Moines.	The Police Department should continue formalizing and implementing a comprehensive community-policing strategy.
6	There is no formal mechanism to not only evaluate the effectiveness of police officers deployed in the field, but identify and measure the types and levels of crime activity.	Implement the utilization of patrol officer Tactical Action Plans or Community-Oriented Policing Projects as a tool for sergeants to better monitor activity and manage / measure the effectiveness of officer proactive time.
7	<p>The DMPD currently addresses approximately 6% of total community generated calls for service with alternative service delivery (i.e., the online reporting system). However, based on best practices, the DMPD should be targeting between 20% to 30% of calls for service being handled through alternative means.</p> <p>The DMPD does not fully utilize the non-sworn Community Service Officer positions to address calls for service in the field. Per the analysis of data, the vast majority of calls for service are Priority 3 and Priority 4, indicating opportunities for alternative service delivery (versus the use of sworn personnel on all calls).</p>	<p>The Police Department should target up to 30% of calls for service being handled by alternative service delivery methods.</p> <p>The Police Department should re-allocate at least 1 of its existing Community Service Officer positions from the Support Division to the Operations Division.</p> <p>The Police Department should authorize 1 additional Community Service Officer position and allocate to the Operations Division.</p>
8	There are opportunities to enhance the utilization of the Animal Control Officer and the Community Service Officers, as well as to cross-train to support all elements of code enforcement to the extent possible.	The Police Department should continue identifying opportunities for the Community Service Officers to assist the Animal Control Officer as necessary.
9	Based on various indicators of detective staffing levels, the DMPD has the opportunity to reduce / reallocate detective positions to better meet industry standards.	The Police Department should reduce / reallocate 1 Detective position as appropriate.
10	The DMPD does not utilize non-sworn personnel to support follow-up investigations. Many law enforcement agencies from across the country has successfully implemented the use of non-sworn personnel to support detective resources in the follow-up of investigations.	The Police Department should re-allocate 1 of its existing Community Service Officer positions to the Detectives unit.

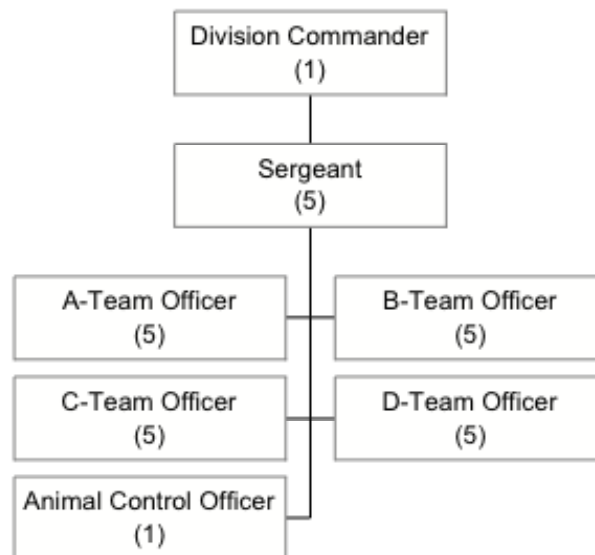
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#	Key Finding	Key Recommendation
11	Although the staffing levels and overall operations of the Records unit are appropriate given the service expectation of a 24-hour / 7-day per week operation, the cost / benefit analysis indicates the City can achieve cost savings by reducing the hours of operation and re-allocate tasks and activities to existing personnel to absorb.	The Police Department should discontinue the operation of a 24-hour / 7-day per week Records Section, and operate Monday through Friday from 0800 to 2000. The Police Department should staff a minimum of 2 Records Specialists per working hour of the Records Section, requiring the allocation of 4 full-time equivalents.
12	The Records Section does not formally track workload and report performance data to the Office Manager and / or the Support Division Commander.	The Records Section should develop a workload reporting system which provides the Office Manager and / or Support Division Commander with sufficient data to manage effectively.
13	The Records Section has not developed formal performance objectives for internal or external customers.	The Records Section should develop goals and objectives and link those to performance to ensure accountability of staff, as well as effective use and allocation of resources.
14	Per the employee survey, there are significant issues relating to organizational and management ability to make decisions in a timely manner, holding personnel accountable, resolving problems quickly, and lacking a clear vision and direction for the future.	Continue to implement programs, policies, and procedures which promote greater consistency and accountability among all staff.
15	In general, the spans of control between management / supervisor positions and direct reports are appropriate, however, there are some positions that should be consolidate to better meet efficient spans of control.	The Police Department should consolidate the Administrative Sergeant position and the Professional Standards Sergeant position and re-assign professional standards tasks and activities as appropriate.
16	Preliminary cost estimates suggest the City of Des Moines may experience potential savings of between \$700,000 to \$1.2 Million if they contracted out to another agency, including the City of Federal Way, the City of Kent, or the King County Sheriffs Office	The City of Des Moines should obtain formal proposals from surrounding law enforcement agencies for the provision of law enforcement services.

1. OPERATIONS DIVISION

This chapter provides the assessment of the Police Department Operations Division, which includes an analysis of staffing, workload, general operations, and service levels. The following illustrates the organizational structure and authorized staffing allocation of Operations Division personnel:

Des Moines Police Department – Operations Division



The Operations Division consists primarily of patrol operations and animal control services, whose functions are summarized in the following points (per the budget documents):

- The **patrol operation** promotes the safety and security of the citizens of the community, primarily through the deterrence and apprehension of offenders, providing services in a fair, honest, prompt and courteous manner to the satisfaction of the citizens, through the following activities:
 - Handling calls for service from citizens
 - Managing on-scene situations
 - Enforcing traffic laws
 - Performing commercial and residential security checks

- Other miscellaneous situations
- The **animal control unit** patrols for animals at large, investigates animal-related complaints, prepares cases for court and ensures that animal owners comply with Municipal Ordinances

The first section of this chapter provides an overview of the current approach and deployment of resources for patrol operations.

1. CURRENT APPROACH AND DEPLOYMENT OF PATROL RESOURCES

The patrol operation is comprised of 4 patrol teams (A Team, B Team, C Team, and D Team) divided between 2 shifts (AM and PM) operating on the 12-hour shift schedule and deployment plan. The patrol operation is managed overall by a Commander position, with each team assigned a Sergeant position. As of January 2011, the following table reflects the shift deployment approach:

Shift	# Sergeants Authorized	# of Officers Authorized	Actual # of Officers
A Team (AM) 0600 - 1800	1	5	4
B Team (PM) 1800 – 0600	1	5	4
C Team (AM) 0600 – 1800	1	5	5
D Team (PM) 1800 – 0600	1	5	4

It is important to note that a 5th Sergeant position is authorized, however, the position is currently “acting” as the Professional Standards Sergeant under the Support Division. From an operational perspective, the patrol officers are currently deployed within Patrol District 1 through Patrol District 4 and are made up of a number of reporting “blocks” (as identified by the Computer Aided Dispatch System). It is important to note that based on mapping data of the City, there are a total of 6 reporting districts. The allocation of workload activity per District is examined later in this chapter and summarized in the Profile Appendix. In order to evaluate the appropriateness of

the staffing allocation within patrol, the following section outlines the project team's overall methodology.

2. OVERVIEW OF THE MATRIX CONSULTING GROUP'S PATROL STAFFING ANALYTICAL MODEL.

While many communities measure the adequacy of sworn-staffing resources through ratios (i.e., officer per 1,000), the utilization of various comparative measures does not adequately provide for a comprehensive evaluation of field staffing needs, nor should it be used as the primary basis for a local government to measure the effectiveness of law enforcement services. As such, the Matrix Consulting Group does not use a "per capita" or "per 1,000" ratio as an analytical tool in assessing field staffing needs, for the following important reasons:

- Ratios do not consider the seriousness of the workload levels of the jurisdictions being compared. For example, the crime rate is not considered in any comparative analysis of workloads, specifically, the number of serious crimes in a community (e.g. homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, and larceny).
- Ratios do not consider a jurisdiction's approach to alternative service delivery or "differential law enforcement response." The use of civilian personnel or lack thereof, to handle community-generated calls for service and other workloads has great potential to impact the staffing levels of sworn personnel. The level / amount of civilians (i.e. community service officers, telephone reporting, online services, etc.) can be used to maximize the efficiency and effectiveness of sworn personnel. These resources are not calculated in sworn staffing ratios.
- Ratios do not consider the differences in service levels provided or philosophies with which a jurisdiction may deliver law enforcement services (e.g. community-oriented or problem-oriented policing, a reactive versus proactive approach, the utilization of other regional law enforcement resources in solving problems, etc.). These variables contribute to the inability to compare the necessary number of field patrol personnel through a ratio or per-capita analyses.
- Ratios do not consider other differences which have an impact on regular patrol staffing needs such as the existence of special enforcement / support units as well as operational approaches (e.g. the use of field citations versus transported

arrests, manual versus automated field reporting systems, and whether patrol officers are expected to follow-up on certain investigations).

- Ratios do not take into account geographic, meteorological and topographical differences (e.g. square miles of a service area) and other response impediments which can impact patrol staffing needs.
- Ratios do not take into account changing population characteristics, such as jurisdictions with a significant exodus of commuters or college towns with large seasonal fluctuations in population.

For these reasons, the project team does not use “per capita” or “per 1,000 residents” ratios as a way for our clients to measure effectiveness in providing law enforcement services, or as a determinant in developing staffing needs. Instead, the project team’s analysis of DMPD patrol staffing considered the need for a balance of community-generated workloads and the availability of proactive time to perform community-oriented and proactive policing, while considering as a backdrop the importance of officer safety. The following subsections describe this analytical process.

(1) The Analysis of Field Patrol Resource Requirements Should Be Based on Actual Workloads Handled and Appropriate Targets of Proactive Patrol.

The Matrix Consulting Group utilizes a method in which the number of police field personnel required is based on an analysis of the unique workloads and service level requirements of a community. In order to evaluate these resources and staffing issues, the project team conducted a data collection and analytical effort focusing on the following:

- Determining community generated workloads to the level of detail necessary to understand the work volume and the time required to handle such work.
- The field resources used to handle calls for service and proactive workloads based on officer availability levels (after taking into account personnel time for vacation, sick, etc.).

- Deployment and scheduling patterns utilized by the Des Moines Police Department.
- Targeting a sufficient amount of time beyond community generated, or “reactive” workload; this can then be utilized to perform proactive or community-oriented policing services (e.g. special enforcement of high-crime areas, etc.).
- Maintaining a deployment that would help reduce risk and maintain officer safety levels.

Field law enforcement services represent one of the areas of law enforcement operations in which staffing can be quantified based on service levels desired. Several factors determine the level of patrol staffing required in a community, including:

- The community generated call for service demand by time of day, and day of week.
- The number of officers allocated in the field and how they are scheduled.
- How calls for service are managed by a law enforcement agency. Many departments throughout the United States “manage” lower priority calls for service in a number of ways. What these methods of handling calls for service have in common is that they free up the time of trained, professional officers from handling lower priority routine calls so that more of their available time can be spent on calls requiring a higher level of expertise and training. By example, the DMPD utilizes the CopLogic on-line reporting system that allows the community to submit reports via the web.
- The level of service desired by the City. This reflects the amount of “proactive” time, or “unobligated” time a City desires. This is a significant factor and primary driver impacting required patrol staffing levels. Unobligated time involves time not spent handling community generated calls for service and reflects proactive time for which an officer is available for the following:
 - Community policing activities (e.g., routine business contacts or facilitating neighborhood watch meetings, etc.).
 - Directed or preventive patrol (e.g., deployment to specific areas to provide a presence to address quality of life issues, crime problems, etc).
 - Self-initiated activity (i.e. observations, including suspicious pedestrians or vehicles, etc.).
 - Conducting follow-up investigations on minor crimes

- Other prioritized special projects and administrative tasks (e.g., developing policies and procedures, etc.).

The project team has employed a model based on these decision points in evaluating officer field staffing for the DMPD in terms of workload, service levels, and overall operations. The following section identifies and discusses the various characteristics and elements of the field staffing model, and how reactive and proactive (unobligated) time is calculated.

(2) Workload and Data Elements Utilized in the Patrol Staffing Model.

One of the primary responsibilities of a patrol officer is the responding to and handling community generated calls for service. Further, workload related to these calls for service, including reports, arrests / bookings, back-up assistance to another patrol officer on a call, etc., as well as the associated times for these activities, are primary responsibilities of the officer. These elements are foundational in deriving the total field staffing levels required based on desired services levels. These elements are further discussed in the following sub-sections.

(2.1) Calls for Service

The first critical data element required to analyze field resources is to document the primary workloads handled by patrol officers. As stated, one of the primary responsibilities of an officer is to respond to community generated calls for service. These calls certainly do not represent all workload, however, such as officer-initiated events, including traffic stops, suspicious vehicle stops, and other activities reflected in Computer-Aided Dispatch (CAD) records. Calls for Service, as defined herein, *represent contacts from the community, generally via E 9-1-1 telephone but also walk-ins, ultimately resulting in one dispatched incident regardless of the number of patrol*

units sent. It is critical to understand this fundamental definition in order to comprehend how future analyses are performed in this report.

Community generated calls for service are not intended to reflect all workload that patrol officers perform. Like in all other police departments across the country, police officers are typically responsible for more than just responding to these calls and thus are assigned ancillary duties. In Des Moines, police officers are also assigned various administrative duties and responsibilities, such as:

- Deployment to the community college
- Developing and implementing policies and procedures
- Developing training materials
- Identifying and implementing best practices
- Maintaining technology and equipment (e.g., camera systems)
- Maintaining personnel and training files
- Others

The project team recognizes the importance of addressing these tasks, however, the police officer staffing requirements are based on the community generated calls for service reflect workload that requires a mandatory response from the law enforcement agency; the community expects service when it dials E-9-1-1. Whereas all other police activities are vitally important (for which the City and Police Department have the discretion to prioritize, re-assign, or eliminate as necessary), community generated calls for service response is the primary core business of a law enforcement agency (which is stated in the Des Moines Police Department budget document as the first dot point “handling calls for service from citizens”).

The project team obtained and analyzed comprehensive CAD data from Valley Communications for the calendar year 2010. This data included such items as the incident number, call entry date, unit identification, dispatch date and time, unit en-route time, unit arrival time, unit clearance time, block, priority, etc. As the fundamental basis for measuring the adequacy of patrol staffing resources, the following table summarizes the number of community-generated calls for service in Des Moines during CY 2010:

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
0000	104	51	68	58	57	62	86	486	1.3
0100	86	52	43	39	45	49	55	369	1.0
0200	66	38	33	29	37	46	69	318	0.9
0300	68	27	24	21	34	23	59	256	0.7
0400	35	22	25	15	22	16	42	177	0.5
0500	24	10	19	10	8	20	21	112	0.3
0600	27	33	22	25	26	25	24	182	0.5
0700	29	32	39	44	38	46	35	263	0.7
0800	28	53	48	47	52	50	43	321	0.9
0900	40	68	66	56	57	58	58	403	1.1
1000	51	83	69	75	93	55	92	518	1.4
1100	73	72	77	77	71	68	92	530	1.5
1200	72	79	78	96	94	80	81	580	1.6
1300	70	93	90	79	78	87	84	581	1.6
1400	79	110	114	90	89	102	89	673	1.8
1500	86	118	105	88	91	86	80	654	1.8
1600	80	107	116	100	99	89	93	684	1.9
1700	68	90	85	69	79	79	84	554	1.5
1800	83	119	106	92	110	107	118	735	2.0
1900	98	115	90	102	93	117	111	726	2.0
2000	89	85	95	86	82	86	108	631	1.7
2100	99	77	99	94	83	95	104	651	1.8
2200	81	83	98	92	84	118	128	684	1.9
2300	60	65	75	58	71	104	104	537	1.5
Total	1,596	1,682	1,684	1,542	1,593	1,668	1,860	11,625	31.8

As shown above, the table summarizes the total number of unique community-generated calls for service (per hour, per day) requiring a law enforcement agency response. The following points highlight the information above:

- A total of 5,943 calls for service occurred during the AM shift (0600 to 1800), ranging from 0.5 to nearly 2 calls for service, on average, per hour.

- A total of 5,682 calls for service occurred during the PM shift (1800 to 0600), ranging from a low of 0.3 calls for service to approximately 2 calls for service, on average, per hour.
- The highest call volume hour is during the 1800-hour, while the highest call volume day is Saturday. Conversely, the slowest call volume hour is during the 0500-hour, while the slowest call volume day is Wednesday.

In total for the DMPD, the agency responds to between 31 to 32 calls for service per working day, or between 1 to 2 calls for service per working hour. To provide further context of types of calls for service, the following table summarizes the total number of calls, per priority, per reporting district:

	Priority					
District	E	1	2	3	4	Total
1	9	29	644	1,356	898	2,936
2	4	32	978	1,910	1,062	3,986
3	2	13	180	385	266	846
4	3	7	400	796	530	1,736
5	6	17	418	732	428	1,601
6	1	3	66	206	104	380
College	0	0	6	8	11	25
Marina	1	1	17	54	34	107
State Park	0	0	1	3	4	8
Total	26	102	2,710	5,450	3,337	11,625

Per Valley Communications Standard Operating Procedures, the definition of the priorities are as follows:

- **Priority E** is the highest priority. This category represents a confirmed hazard which could result in extensive loss of life and/or property. This category represents the greatest potential for officers, firefighters or medical personnel to encounter immediate danger.
- **Priority 1** represents a potential hazard which could result in loss of life and/or property and officer, firefighter or medical personnel safety may be at risk or seriously jeopardized.
- **Priority 2** represents a minimal hazard with considerably less potential for life and/or property loss and minimal risk to officers, firefighters or medical personnel.

- **Priority 3** represents a low hazard, non-life threatening situation with minimal risk of property loss.
- **Priority 4** represents police reports or cold calls and various fire/EMS services which require a non-code response.

For the City of Des Moines, approximately 1% of total community-generated calls for service are Priority E or Priority 1 calls, 23% are Priority 2 calls (minimal hazard), 47% are Priority 3 calls (low-hazard, non-life threatening), and 29% are Priority 4 calls (cold calls and reports). Relative to other cities this project team has worked with (with “hot” calls being at least between 2% to 3%), the City of Des Moines does not experience a significantly high level of high priority activity, thus indicating an opportunity for the City and Police Department to develop more innovative and cost-effective approaches to handling calls for service, including the use of non-sworn personnel (discussed later in this report).

(2.2) Other Workloads and Time Requirements

A critical component of the Matrix Consulting Group’s patrol staffing model is the evaluation of total time spent by patrol personnel handling community generated calls for service. There are a variety of factors that go into determining the time devoted to the “average” call for service. These include the time from call dispatch to call clearance for the primary unit handling the call, the number of calls where a back-up unit (or units) was deployed, how long such back-ups were on scene, report writing time, and jail/booking time. In most instances, data examination of CAD information or other source data were able to derive these factors for the Des Moines Police Department. In a few instances, assumptions needed to occur based on average targets from other police agencies the project team has worked (e.g., report writing time,

or handling time for back-up units). The following table summarizes the important data factors to arrive at the time utilized by patrol officers to handle the workloads, as well as determination of appropriate levels of patrol staffing resources:

Factor in Call For Service Handling Time	Summary	Benchmark	Actual DMPD Time
Primary Unit Handling Time	There were 11,625 calls for service during CY 2010, for which at least one law enforcement unit responded and addressed.	35 minutes/call	24 minutes/call
Average Back-up Units per Call for Service	This is based on back-up rates to the unique calls for service identified above.	0.50 units/call	0.43 units/call
Average Time Back-up Unit(s) at Scene per Call	Benchmark indicates back-up units on-scene ~75% of Primary Unit Time. Formula (min/call X back-up units/call X 75%)	11.25 min/call	7.74 min/call
Average Time / All Units at Scene	Sum of Primary Unit Handling Time + Average Time Back-Up Unit(s) at Scene per Call	41.25 min/call	31.74 min/call
Report Writing Time	<p>There were 2,958 crime reports generated by DMPD personnel during CY 2010.</p> <p>Reports are written for incidents beyond community-generated calls for service. Further, not all incidents/call receive a report. For calculation purposes, reports must be linked to calls for service. Based on internal data showing number of reports written by patrol officers and total estimated time to write all reports, the total report writing time was proportionally allocated to <u>each</u> call for service. It is assumed reports are written <i>after</i> calls for service are cleared.</p>	<p>45 min/report</p> <p>Or:</p> <p>11.45 min/call</p>	<p>45 min/report</p> <p>Or:</p> <p>11.45 min/call</p>
Booking Time	<p>There were 246 bookings during CY 2010.</p> <p>For calculation purposes, jail runs are linked to calls for service. Based on internal data showing number of arrests performed by patrol officers and total estimated time to book prisoner in the jail, the total jail time was proportionally allocated to <u>each</u> call for service. It is assumed all jail booking are performed <i>after</i> calls for service are cleared, although practically this is not the case in every instance.</p>	<p>90 min/booking</p> <p>Or:</p> <p>1.9 min/call</p>	<p>90 min/booking (est.)</p> <p>Or:</p> <p>1.9 min/call</p>
Total Time Required per Call for Service		59.6 min/call	45.09 min/call

As shown above, the Des Moines Police Department spent an average of 45.09 minutes of workload activity per call for service, compared to a typical police officer average of 59.6 minutes of workload activity per call for service. The key points to be understood include the following:

- The actual City of Des Moines PD average of 45.09 minutes per call for service is used only to estimate the historical proactive time of patrol officers (i.e., for CY 2010).
- The best practice average of 59.6 minutes per call for service is actually used to estimate the patrol staffing requirements for the City of Des Moines.

In simple terms, the project team is not “dinging” the Police Department for any efficiencies gained during the handling of calls for service, but rather, is actually calculating the use of additional time (nearly 15 additional minutes per call) when determining future patrol staffing requirements. In sum, these formulae link the major activities performed by patrol officers to community generated calls for service. The resultant best practice time of 59.6 minutes required to handle each community generated call for service is a fundamental building block in determining resources necessary to provide efficient and effective patrol services.

(2.3) Officer Availability.

Another critical workload element to determine staffing requirements is the amount of annual time available for field personnel to perform their work. A typical employee is paid for 2,080 regular hours per year; however, these employees perform core business duties well below this figure due to scheduled and unscheduled leave, administrative requirements, etc. The project team defines net availability as the number of hours that an officer (or any other employee) is available to perform their key roles

and responsibilities after the impact of leaves and administrative responsibilities have been subtracted from their gross 2,080 scheduled hours of work.

Based on leave reports provided by the City of Des Moines, the average number of regular hours worked by patrol officers was approximately 1,693 hours, after deducting hours for sick leave, vacation, administrative leave, etc. Although officers are working an average of 1,693 hours after leave, they are not available to perform core business work until various administrative time is subtracted from their assignment, per policy or otherwise. The following table captures these requirements, resulting in an average “net availability” for each officer per year.

Administrative Requirement	Average Hours Per Officer Per Year	Explanation of Information
<i>Average Assignment Hours Available</i>	1,693	Based on average leave data.
Training	-45	Based on actual training data per staff.
Briefings, Lunches, Breaks, etc.	-172	Average of 90 minutes per available shift
Net Annual Available Hours After All Leave/Administrative Factors	1,476	Final “net availability” calculation (or 70.9% availability based on 1,476 divided by 2,080 hours)

It should be noted that these administrative requirements are also consistent with most other law enforcement agencies and are not outside of ranges typically seen by the project team. Net annual available hours from 1,300-1,500 hours annually are a range considered the norm, and the Des Moines Police Department falls within this range.

(2.4) Proactive (Unobligated) Time.

Upon developing community generated calls for service data and net officer availability information, the final step in determining resource requirements is calculating the proportion of proactive time available to patrol services. The amount of proactive

time is inextricably linked to the ability of officers to perform those duties and responsibilities above the basic response to community generated calls for service. Without sufficient proactive or unobligated time, a patrol operation is severely handicapped in its ability to respond effectively to local and regional crime, traffic, and quality of life issues unique to each community. The following section describes proactive time in further detail.

3. SUMMARY OF PROACTIVE TIME RANGES

The project team developed an analysis of proactive time to assist in the evaluation of current patrol deployment and determine staff resource allocation and, ultimately, staffing requirements. The concept of proactive time is very important in law enforcement; reiterating, it is the amount of time available to field deployed officers after handling community generated calls for service and related workloads. If field personnel are committed to calls for service response a large proportion of the time and have little “unobligated” time, they have little capability to undertake self-initiated activity, impact the root causes of crime and quality of life issues, or to work closely with citizens of the community. Moreover, field personnel with little uncommitted time find it difficult to produce response times that are generally satisfactory.

The provision of field patrol services in municipal law enforcement agencies has come full circle in the United States in the past 40 years. The more traditional law enforcement approach involved a Police Officer who walked a particular district or neighborhood. A traditional district officer knew people in the area and was in a position to know potential problems before they occurred. With the growth of the suburban and urban communities and rising expectations for the roles to be played by police officers,

the focus changed to one of responding quickly to a wide range of problems with less focus on the importance of proactive knowledge and service in an area.

Currently, a major focus of law enforcement throughout the country is on “community policing” – a return to providing a wide range of services identified by citizens and more “proactive” law enforcement. Community policing has taken the form of countless initiatives throughout the country in recent years. The table, below, provides a summary of the key elements that are found in effective municipal policing.

Characteristic	Comments
Reactive Patrol Requirements	<ul style="list-style-type: none">• The primary mission of any law enforcement field patrol force. Responding to citizen requests (or calls) for service is the most critical element of successful patrol services.• As staffing allows, the Department should have clearly defined areas of responsibility (districts) and should have defined how many units are assigned to respond to the different types of calls.• The Department should have clearly defined response policies in place; including prioritization of calls, response time targets for each priority and supervisor on scene policies.• This reactive workload should make up between 50% and 60% of each Officer's net available time per shift (on average). This includes time to write reports, transport and book prisoners.

Characteristic	Comments
Proactive Patrol Requirements	<ul style="list-style-type: none"> • Proactive enforcement addresses all other activity which is not in response to a citizen generated complaint, such as traffic enforcement, proactive or directed patrol, bike and foot patrol. • The Department should have clearly defined uses for available time – i.e., Officers should know what they are expected to do with their time when not responding to calls for service. This may include targeted preventive patrol for general visibility, traffic enforcement, developing relationships with members of the community, visiting schools or parks. • The proactive element of field patrol should make up between 40% and 50% of an Officer's day (on average). • Research and experience has shown the 40% – 50% range to be appropriate bounds for proactive time for several reasons: <ul style="list-style-type: none"> - Less than 40% proactive time available to Officers results in inefficient bundling of available time – i.e., time comes in intervals too short to be effectively utilized by law enforcement personnel for meaningful activity. - Proactive time of more than 50% results in less efficient use of community resources, as it is difficult to effectively manage law enforcement personnel whose time is so heavily weighted toward proactive activities. - Some exceptions to this latter concern are units which are dedicated to handle certain types of activity, e.g., traffic enforcement units, School Resource Officers, etc. However, it should be noted that even in these examples the Officers assigned to these units should respond to any call for service when needed/required and generally focus on responding to some specified calls (i.e., SRO's responding to all calls involving juveniles). - A level of 45% proactive time or higher is typically seen in smaller suburban or rural communities; a level of 40% – 45% is more common in larger cities where additional proactive resources are available (and are not counted toward patrol proactivity). A target of 45% is suitable for a community such as Des Moines (e.g., suburban community with generally lower levels of crime activity).
Problem Identification and Resolution	<ul style="list-style-type: none"> • Effective proactive patrol for municipal law enforcement requires the rapid identification of problems and issues, the development of an action plan to address issues as they arise, implementation of the potential solution and then an after-action evaluation to determine whether the approach successfully addressed the issue. • This approach should be used on criminal, traffic and other quality of life problems reported to the Department or discovered by Officers on patrol. • This requires the use of both formal and informal mechanisms for capturing and evaluating information. This process should be primarily handled by Officers – but Supervisors must also have significant involvement and oversight.

Characteristic	Comments
Management of Patrol Resources	<ul style="list-style-type: none"> • Patrol supervisors and managers must take an active role in management of patrol. This includes developing and utilizing management reports that accurately depict the activity, response times to calls for service and the variety of current issues and problems being handled by patrol units. • Resources must be geared to address actual workload and issues. This includes ensuring that patrol staffing is matched to workload, that patrol districts or sectors are designed to provide an even distribution of workload. • This also includes matching resources to address issues in a proactive manner. This may include shifting districts to free staff to handle special assignments, assigning officers to targeted patrols, assigning traffic enforcement issues, etc. • Staffing should be related to providing an effective field response to calls for service, provision of proactive activity and ensuring the safety of members of the public and the officer. • Supervisors should be both a resource to field Officers (for advice, training, back-up, inter-personal skills) as well as field managers (handling basic administrative functions).
Measurement of Success and Performance	<ul style="list-style-type: none"> • Defined by use of data in managing and planning work. • Effective field patrol should be measured in multiple ways to ensure that the Department is being successful in handling their multiple missions. • Examples of effective performance measurement include: response time, time on scene, number of calls handled by an Officer, back-up rate and the traffic enforcement index (citations/warnings + DUI arrests divided by injury + fatality accidents). • Managers and supervisors should compile, track and review performance measures on a regular basis to know what level of service is being provided to the community and for use as one tool to ensure that services are effective and efficient.

The matrix above provides a compilation of the basic elements of an effective and modern patrol service in a community. The points below provide a summary of the key points from this matrix:

- Effective municipal law enforcement requires a field patrol force which is designed and managed to be flexible in providing both reactive and proactive response to law enforcement issues in the community.
- This requires that the Department balance personnel, resources and time to handle both of these types of law enforcement. Between 50% and 60% of the time in a community should be spent handling all of the elements of reactive patrol. The remaining 40% to 50% should be spent providing the proactive patrol or “community policing.”

- The time that each Officer has available for proactive patrol needs to be structured and should not be approached in a random way. Random patrol is not effective in addressing issues in the community – patrol should include efforts to address specific problems in pre-determined ways. This should be planned/accomplished at the Patrol Team level with oversight provided by the Commander.
- Any effective proactive approach to patrol requires that information be managed formally and that a formal effort be put into evaluating that information. This evaluation should lead to specific actions to address issues/problems in a community. In addition, attempts to address problems should be evaluated formally to determine if the efforts made have been effective.

These basic elements represent the essential ingredients of effective and efficient municipal field law enforcement in the United States in the 21st century. Establishing a patrol proactivity target is important for effective management and planning of a patrol operations force.

In general, the project team views 40% to be a minimum average proactive time target for an agency involved in a community policing program; 50% is targeted by agencies that have developed or desire a comprehensive program of officer / community involvement. Several key factors should be kept in mind when reviewing the analysis of proactive time.

- Proactive time availability was calculated using the community generated calls for service methodology and net availability noted earlier in the chapter.
- Proactive time availability is based on 2010 information and represents a “snapshot” in time; it may not reflect what is occurring now or what occurred previously, but it can certainly be representative of near-term patrol operations and thus can drive staffing level requirements.
- Proactive time calculations are based on fundamental assumptions:
 - The overall time required for writing reports and processing arrests/bookings are equally distributed throughout the 24/7 cycle.
 - Breaks and administrative duties are equally distributed and provided throughout a shift.

- Proactive time calculations can change dependent upon the number of patrol officers deployed and assigned to each time period. In effect, officer resources, founded on call for service and net availability data, drive proactive time availability.

For the City of Des Moines, the project team would recommend a target of 45% for proactive time, given the demographics and overall mix of jurisdiction size, calls for service activity, and crime activity (homicides, rape, robbery, assault, burglaries, thefts, auto thefts, and arson), which is summarized in the context of other similar-sized Washington cities (for 2009 data)

Rank	City	Population	Total Crimes	Crimes / 1,000
1	Puyallup	37,022	3,146	85
2	Mount Vernon	31,743	2,223	70
3	Lynnwood	35,836	2,382	66
4	SeaTac	26,909	1,602	60
5	Longview	36,648	2,171	59
6	Bremerton	37,729	1,968	52
7	Burien	33,313	1,716	52
8	Walla Walla	31,731	1,542	49
9	Wenatchee	31,925	1,309	41
10	Des Moines	29,673	1,036	35
11	University Place	31,144	1,041	33
12	Bothell	33,505	923	28
13	Edmonds	39,709	1,015	26
14	Issaquah	30,434	653	21
15	Pullman	29,799	471	16
	Average	33,141	1,547	46

As a suburban community with relatively lower levels of crime activity, targeting the middle of the best practice range (between 40% to 50%) also maximizes the flexibility of the City regarding resource constraints and service level objectives. The following section provides the DMPD proactive time calculation based on its current workload demands, deployment approaches, and overall operating practices.

Recommendation: The Police Department should formally adopt a 45% proactive target for patrol services.

4. THE PROACTIVE TIME FOR THE DES MOINES POLICE DEPARTMENT IS ABOVE THE BEST PRACTICE RANGE, INDICATING OPPORTUNITIES TO REDUCE AND / OR REALLOCATE PATROL OFFICER RESOURCES.

Based on calls for service activity, time measurements, and officer availability as described in the previous sections, the project team identified the amount of proactive / unobligated time for personnel assigned to patrol operations for CY 2010. The following table estimates the proactive time percentage for the AM shift (0600 to 1800):

0600 to 1800	CFS CY 2010	Time on CFS in Hours	Other Reactive Time in Hours	Total Reactive Time	Officer's Available 2010	Total Available Hours	% Total Proactive Time
0600	182	72.8	69.9	142.7	3.02	1,100.8	87.0%
0700	263	105.2	100.9	206.1	3.02	1,100.8	81.3%
0800	321	128.4	123.2	251.6	3.02	1,100.8	77.1%
0900	403	161.2	154.7	315.9	3.02	1,100.8	71.3%
1000	518	207.2	198.8	406.0	3.02	1,100.8	63.1%
1100	530	212.0	203.4	415.4	3.02	1,100.8	62.3%
1200	580	232.0	222.6	454.6	3.02	1,100.8	58.7%
1300	581	232.4	223.0	455.4	3.02	1,100.8	58.6%
1400	673	269.2	258.3	527.5	3.02	1,100.8	52.1%
1500	654	261.6	251.0	512.6	3.02	1,100.8	53.4%
1600	684	273.6	262.5	536.1	3.02	1,100.8	51.3%
1700	554	221.6	212.6	434.2	3.02	1,100.8	60.6%
	5,943	2,377.2	2,281.1	4,658.3		13,209.5	64.7%

As shown above, the total proactive time for the AM shift is estimated to be nearly 65%, ranging from a low of 51.3% during the 1600-hour, to a high of 87% during the 0600-hour. The following table estimates the proactive time percentage for the PM shift (1800 to 060):

1800 to 0600	CFS CY 2010	Time on CFS in Hours	Other Reactive Time in Hours	Total Reactive Time	Officer's Available 2010	Total Available Hours	% Total Proactive Time
1800	735	294.0	282.1	576.1	3.02	1,100.8	47.7%
1900	726	290.4	278.7	569.1	3.02	1,100.8	48.3%
2000	631	252.4	242.2	494.6	3.02	1,100.8	55.1%
2100	651	260.4	249.9	510.3	3.02	1,100.8	53.6%
2200	684	273.6	262.5	536.1	3.02	1,100.8	51.3%
2300	537	214.8	206.1	420.9	3.02	1,100.8	61.8%
0000	486	194.4	186.5	380.9	3.02	1,100.8	65.4%
0100	369	147.6	141.6	289.2	3.02	1,100.8	73.7%
0200	318	127.2	122.1	249.3	3.02	1,100.8	77.4%
0300	256	102.4	98.3	200.7	3.02	1,100.8	81.8%
0400	177	70.8	67.9	138.7	3.02	1,100.8	87.4%
0500	112	44.8	43.0	87.8	3.02	1,100.8	92.0%
	5,682	2,272.8	2,180.9	4,453.7		13,209.5	66.3%

As shown above, the total proactive time for the PM shift is estimated to be approximately 66%, ranging from a low of 47.7% during the 1800-hour, to a high of 92% during the 0500.

Given the workload and analytical methods described earlier, the following table calculates the patrol staffing needs for the Des Moines Police Department in order to better meet more efficient proactive time targets (and assumes best practice targets for handling time and officer back-up):

	Workload Factor
1. COMMUNITY GENERATED WORKLOADS	
Calls for service (Actual CY 2010)	11,625.00
Handling Time (Best Practice of 35 Minutes)	6,781.25
Back up Rate (Best Practice of 0.5)	0.50
Handling Time for Back Up Units (estimated, based on 75% of initial units)	0.38
Total Time for Back Up Unit CFS Handling	2,179.69
Number of Reports (Actual CY 2010)	2,958.00
Total Time for Report Writing (Estimated Avg. of 45 Minutes)	2,218.50
Number of CFS Bookings (Actual CY 2010)	246.00
Time to Process CFS Arrests / Bookings (Estimate of 90 Minutes)	1.50
Total Time for CFS Arrests / Bookings	369.00
TOTAL TIME TO HANDLE COMMUNITY GENERATED WORKLOADS	11,548.44
2. TIME FOR PREVENTIVE PATROL AND OFFICER INITIATED ACTIVITY	
50% of Available Time	11,548.44
45% of Available Time	9,448.72
40% of Available Time	7,698.96
3. TOTAL TIME REQUIRED FOR REACTIVE AND PROACTIVE ACTIVITIES	
50% of Available Time	23,096.88
45% of Available Time	20,997.16
40% of Available Time	19,247.40
4. PER OFFICER AVAILABILITY	
Net hours worked	1,693.00
Avg. Training (Actual Annual Average)	45.00
Net hours lost on shift (90 Minutes per Shift for Briefings, Lunch, etc.)	172.00
Net hours worked each year	1,476.00
5. OFFICERS REQUIRED TO HANDLE WORKLOADS	
50% of Available Time	16
45% of Available Time	14
40% of Available Time	13
5. NUMBER OF AUTHORIZED POSITIONS (@15% Vacancy Rate)	
50% of Available Time	18
45% of Available Time	16
40% of Available Time	15

As previously indicated, the field police officers experienced an overall proactive time of approximately 65% (with 35% of time committed to handling community generated calls for service), based on the actual average of 45.09 minutes of staff time per call for service. In order to assume the best practice target for handling time, the table above utilizes 59.6 minutes of staff time per call for service which results in the following:

- With 16 actual police officer positions allocated to patrol (versus the current 17), the Des Moines Police Department can achieve a proactive time of 50%.
- With 14 actual police officer positions allocated to patrol (versus the current 17), the Des Moines Police Department can achieve a proactive time of 45%.
- With 13 actual police officer positions allocated to patrol (versus the current 17), the Des Moines Police Department can achieve a proactive time of 40%.

To account for the vacancy rate and the time required to recruit, hire, and train a police officer, a rate of 15% is assumed and is added upon the actual police officer positions calculated above. The following summarizes the result:

- With 18 authorized positions (versus the current 20 authorized), the Des Moines Police Department can achieve a proactive time of 50%.
- With 16 authorized positions (versus the current 20 authorized), the Des Moines Police Department can achieve a proactive time of 45%.
- With 15 authorized positions (versus the current 20 authorized), the Des Moines Police Department can achieve a proactive time of 40%.

The table below illustrates the staffing variance between the current authorized positions for patrol and the staffing calculations above:

Service Level Objective	Current DMPD Authorized	Matrix Staffing Model Authorized	Variance
50%	20	18	(2)
45%	20	16	(4)
40%	20	15	(5)

As this shows, the City of Des Moines can achieve the recommended proactive time target of 45% with an authorized allocation of 16 police officers (or 4 police officers per patrol team). This provides an opportunity for the City of Des Moines and the Police Department to reduce and / or re-allocate resources depending on the service level objectives desired. In general, the City can achieve an adequate target of proactive time of 45% with 16 authorized police officer position assigned to the field and either

choose to: 1) Re-allocate 4 authorized police officer positions to other areas of the Police Department (such as dedicated traffic units and / or specialized task forces, or alternatively: 2) Eliminate 4 authorized police officer positions to achieve cost savings. If reduction of the 4 staff positions is chosen, the City can save approximately \$388,500 in annual salary and benefit costs (assuming top Police Officer step salary and the actual benefit percentage of 35.5%), as well as any associated costs for pension benefits and other related liabilities.

Finally, it is important to note that the City of Des Moines Police Department is meeting the best practice regarding the usage of overtime, which is overtime costs should not exceed 7% to 10% of operational salaries and benefits. As such, the DMPD allocates approximately \$2.3 Million only for salaries and benefits in patrol operations, including the use of \$137,926 for patrol overtime in 2010, equating to 6.1% of salaries and benefits – indicating no significant issue with the use of patrol staffing overtime.

Recommendation: The Police Department should authorize a total of 16 police officer positions for patrol and reduce / reallocate 4 authorized police officer positions as necessary.

Recommendation: The Police Department should target the minimum patrol staffing level to be 3 police officers per hour.

5. THERE ARE OPPORTUNITIES TO ENHANCE THE UTILIZATION AND EFFECTIVENESS OF PATROL OPERATION RESOURCES.

As shown above, the project team identified the appropriate number of resources required to achieve various levels of proactive time. Based on a detailed analysis of workload demands and distribution regarding calls for service and officer-initiated activities, there exists opportunities to improve the performance of law enforcement delivery in the City of Des Moines, specifically relating to the following areas:

- Deployment of police officers within districts
- Activity of police officers during proactive time
- Enhancing community-policing programs
- Enhancing alternative service delivery approaches

The first section below analyzes the calls for service distribution per the City patrol districts and provides guidance on how the districts should be designed and how police officers should be deployed.

(1) The City of Des Moines Currently Deploys Patrol Resources within 4 Patrol Districts Consisting of 72 Reporting “Blocks” per the Computer-Aided Dispatch System.

The table below identifies the number of community-generated calls for service originating from each reporting district and reporting block:

Block	Reporting District						Other	Total
	1	2	3	4	5	6		
DP0015	295							295
DP0025	382							382
DP0032	231							231
DP0033	12							12
DP0034	202							202
DP0035	242							242
DP0041		988						988
DP0042		527						527
DP0043		128						128
DP0044	568							568
DP0045	152							152
DP0051		286						286
DP0052		932						932
DP0053		410						410
DP0054	160							160
DP0055	671							671
DP0062				387				387
DP0063				467				467
DP0064			179					179
DP0065			60					60
DP0072				341				341
DP0073				410				410
DP0074			330					330
DP0075			16					16
DP0083					436			436

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Block	Reporting District							Total
	1	2	3	4	5	6	Other	
DP0084					229			229
DP0085					60			60
DP0093					611			611
DP0094					83			83
DP0095					182			182
DP0105						59		59
DP0202							25	25
DP0203							107	107
DP0204							8	8
DP0205						321		321
DP1001	1							1
DP1002	13							13
DP1003	7							7
DP2001		92						92
DP2002		7						7
DP2006		17						17
DP2007		5						5
DP2008		10						10
DP2009		31						31
DP2010		20						20
DP2011		83						83
DP2012		52						52
DP2013		24						24
DP2014		80						80
DP2015		36						36
DP2017		16						16
DP2019		3						3
DP2020		57						57
DP2021		19						19
DP2022		68						68
DP2023		14						14
DP2024		13						13
DP2025		37						37
DP2026		31						31
DP3001			3					3
DP3002			74					74
DP3003			68					68
DP3004			1					1
DP3005			36					36
DP3007			4					4
DP3008			13					13
DP3009			13					13
DP3010			34					34
DP3011			15					15
DP4001				112				112
DP4003				19				19
Total	2,936	3,986	846	1,736	1,601	380	140	11,625
% of Total	25.3%	34.3%	7.3%	14.9%	13.8%	3.3%	1.2%	100%

Generally, the reporting districts #1 through #6 run from the north part of the City to the South. The following points summarize the information above:

- Reporting District #1 includes 14 separate blocks and accounts for approximately 25% of the total calls for service.
- Reporting District #2 includes 27 separate blocks and accounts for approximately 34% of the total calls for service.
- Reporting District #3 includes 14 separate blocks and accounts for approximately 7% of the total calls for service.
- Reporting District #4 includes 6 separate blocks and accounts for approximately 15% of the total calls for service.
- Reporting District #5 includes 6 separate blocks and accounts for approximately 14% of the total calls for service.
- Reporting District #6 includes 2 separate blocks and accounts for approximately 3% of the total calls for service.
- The “Other” districts include calls for service specifically originating from the College, Marina, and State Park.

To better align staffing resources, deployment, and calls for service demands, the project team is recommending the overall reduction and restructuring of patrol districts. This approach would allow the patrol officers to place additional focus on designated areas, facilitate stronger community-policing strategies (as discussed later), as well as better balance the calls for service workload. The table below summarizes the total number of calls for service per reporting district:

District	# of CFS	% of Total
1	2,936	25.3%
2	3,986	34.3%
3	846	7.3%
4	1,736	14.9%
5	1,601	13.8%
6	380	3.3%
Other	140	1.2%
Total	11,625	100.0%

With reporting district #1 and #2 representing the majority of calls for service, the project team would essentially consolidate the reporting districts #3, #4, #5, and #6 into one patrol district, for a total of 3 “Patrol Districts” for the deployment of patrol resources. However, to balance the calls for service distribution among the recommended Districts, a shifting some reporting blocks would need to occur. To illustrate, the following table identifies the current number of calls for service per the recommended 3 Patrol Districts, as well as the deviation from the average:

Recommended District	Current # of CFS	Variation (vs. Average of 3,828 CFS)
1	2,936	-892
2	3,986	+158
3	4,563	+735
Avg. / Deviation	3,828	595

As this shows, there is an imbalance of calls for service workload among the recommended Districts (average deviation of 595 calls for service versus the average).

As a result, the project team has identified specific changes for some reporting blocks:

- Block DP0044 and DP0045 (representing 720 calls for service) should be shifted from District #1 and be made part of District #2
- Block DP0041, DP0042, and DP0043 (representing 1,643 calls for service) should be shifted from District #2 and be made part of District #1
- Block DP0064 and DP0065 (representing 239 calls for service) should be shifted from District #3 and be made part of District #2
- Block DP0062 and DP0063 (representing 854 calls for service) should be shifted from District #4 and be made part of District #2

The results of this shifting of blocks are illustrated in the following table:

Recommended District	Recommended # of CFS	Variation (vs. Average of 3,828 CFS)
1	3,859	-31
2	4,156	+328
3	3,470	-358
Avg. / Deviation	3,828	239

As this shows, the number of calls for service is generally balanced among the recommended Districts and maintains the overall structural integrity of the current layout. This approach would allow the Des Moines Police Department to assign 1 patrol officer to each of the 3 Districts every shift, as well as deploying a roving position during the shifts when a 4th police officer is on-duty (providing back-up to each of the primary officers assigned to each respective District). Additionally, this deployment approach lays the operational foundation in order to implement a number of programs to enhance public safety delivery.

Recommendation: The Police Department should consolidate from 4 Patrol Districts to 3 Patrol Districts, with each District assigned at least one police officer per shift.

(2) The Number of Officer-Initiated Activities Should be Increased.

Although the majority of respondents to the employee survey rated the amount of proactive time as “poor” or “fair”, the project team analysis showed that patrol officers have adequate time to be engaged in self-initiated activity. However, based on the examination of CY 2010 data for officer-initiated workloads, the project team found that the Des Moines Police Department engaged in just over 2,500 officer-initiated activities with the following call-types:

- 2,048 Traffic Stops (between 5 – 6 per day)
- 219 Suspicious Subject Stops (approximately 0.6 per day)
- 132 Suspicious Vehicle (approximately 0.4 per day)

- 130 Welfare Checks (approximately 0.4 per day)

Per the 2011 adopted budget, the Des Moines Police Department allocates approximately \$550,000 for their dispatching contract with Valley Communications Center, which charges the City of Des Moines per incident processed. As such, the project team understands that the Des Moines Police Department has instructed officers to not pull an incident number (i.e., to not utilize the CAD process) to report each and every officer-initiated activity. Although the extent for which officer-initiated is not being recorded within CAD (or just not being conducted by officers) is unknown, other indicators from the records management system show the following:

- The DMPD generated 597 officer-initiated Field Interview Reports during CY 2010 (representing between 1 to 2 per working day for all shifts and all patrol officers).
- The DMPD generated 3,068 traffic citations during CY 2010 (representing between 8 to 9 per working day for all shifts and all patrol officers).

Between the CAD and RMS data sources, both indicate generally low levels of measurable activity by patrol officers during their respective proactive time. Together with community-generated calls for service, the following table summarizes total workload on an hourly basis, along with the average number of workload per officer:

Hour	CFS / Hour	Officer-Initiated / Hour	Total Activity	Officer / Hour	Activity / Hour
0000	1.3	0.3	1.6	3.02	0.5
0100	1.0	0.3	1.3	3.02	0.4
0200	0.9	0.2	1.0	3.02	0.3
0300	0.7	0.2	0.9	3.02	0.3
0400	0.5	0.1	0.6	3.02	0.2
0500	0.3	0.1	0.4	3.02	0.1
0600	0.5	0.0	0.5	3.02	0.2
0700	0.7	0.2	0.9	3.02	0.3
0800	0.9	0.4	1.2	3.02	0.4
0900	1.1	0.4	1.5	3.02	0.5
1000	1.4	0.4	1.8	3.02	0.6
1100	1.5	0.4	1.8	3.02	0.6

1200	1.6	0.2	1.8	3.02	0.6
1300	1.6	0.4	1.9	3.02	0.6
1400	1.8	0.4	2.2	3.02	0.7
1500	1.8	0.4	2.2	3.02	0.7
1600	1.9	0.3	2.2	3.02	0.7
1700	1.5	0.2	1.7	3.02	0.6
1800	2.0	0.1	2.2	3.02	0.7
1900	2.0	0.3	2.3	3.02	0.8
2000	1.7	0.5	2.2	3.02	0.7
2100	1.8	0.5	2.3	3.02	0.8
2200	1.9	0.4	2.3	3.02	0.8
2300	1.5	0.3	1.8	3.02	0.6
Avg.	1.3	0.3	1.6	3.02	0.5

As this shows, on average, a police officer is engaged in less than 1 activity as a primary responder to a community-generated call for service or in a self-initiated activity per hour (per CAD data). As a performance target, field units should be engaged in at least 1 self-initiated activity per hour (e.g., making a traffic stop, conducting a field interview, etc.), and these activities should be promoted, measured, and monitored actively by patrol sergeants and other managers.

Recommendation: The Police Department should adopt a performance measure regarding the number of self-initiated activities conducted on an hourly basis.

(3) The Design and Implementation of a Comprehensive Community-Policing Strategy should be Implemented.

It is clear in the 2009 Des Moines Police Department Strategic Plan that community-policing was identified as a high priority. However, the implementation of a comprehensive program has not been fully realized or implemented, as supported by the majority of survey respondents indicating “neutral” or “disagree” that “community policing is a high priority” for the Des Moines Police Department.

Per the Strategic Plan, the key issues, strategies, and objectives relating to community-policing included the following:

- **Crime Fighting:** The department is concerned about all aspects of public safety, and will address these community concerns through effective policing strategies and practices

Strategies	Objectives
<ul style="list-style-type: none"> • Continue to have patrol teams be accountable for their own geographic areas of focus • Create and maintain a full time crime analysis program and position to assist in collecting, analyzing, and the dissemination of data for proactive community policing • Continue visible enforcement emphasis of problem locations, properties, and persons through community partnerships and multi-agency emphasis programs 	<ul style="list-style-type: none"> • Re-establish patrol team's geographical areas of focus • Identify and target problem locations, properties, and persons within the City

- **Community Policing:** The department recognizes to be successful in community policing we must build and maintain working community partnerships

Strategies	Objectives
<ul style="list-style-type: none"> • Promote community policing and problem oriented policing concepts through education and training of our officers • Encourage community involvement and ownership of neighborhood concerns • Encourage business community involvement and ownership in business and neighborhood concerns. 	<ul style="list-style-type: none"> • Continue our police partnerships with local agencies, city departments, and community • Increase participation in neighborhood and business crime prevention activities • Encourage community participation in crime prevention efforts

The project team fully supports the continued implementation of the 2009 Strategic Plan goals and objectives. Utilizing our recommendations regarding staffing levels and designing the Districts, the Des Moines Police Department should take the following steps:

- Formally identify and adopt each Patrol District (1 through 3) as its “community-policing zones”.
- Develop a “profile” understanding of each District, including the estimated population, land area size, mix of residential / commercial uses, etc., and should also entail the following:
 - Contact information for any block captains
 - Contact information for any business associations

- Types of publicly funded services (i.e., shelters, food banks, etc.)
 - Types of public transportation services
 - Contact information for schools, special clubs, etc.
 - Contact information for any CERT teams, etc.
 - Others
- Identification of what other services the City of Des Moines provides in these particular areas, as well as identification of particular issues or problems (e.g., from community development, code enforcement, building inspections, fire department, etc.)
 - Allocation and assignment of regular patrol units to each of these Districts, including the designation of the respective Patrol Sergeant to essentially serve as the “chief” of the respective District
 - Regular crime analysis for each District to identify patterns and issues, including the ability to measure the performance of DMPD activities and resources.

Additionally, the DMPD should include all applicable resources within its own Department, as well as other City departments in the development and implementation of this strategy. Finally, the following table provides a sample of common community policing strategies (from Community Policing for Mayors: A Municipal Service Model for Policing and Beyond):

Community Policing Strategies

\Community Partnership	Organizational Change	Problem-Solving
Post crime information on police web sites	Assign officers to specific geographic locations for extended periods	Conduct community surveys to identify problems and evaluate performance
Hold regular meetings with local businesses	Build principles into recruitment activities and selection decisions	Systematically identify problems at all levels (block, beat, neighborhood, and city)
Attend and present at homeowner association meetings	Incorporate community policing into performance evaluations and reward systems	Use problem analysis / crime analysis to better understand problems / issues
Build working relationships with the media	Develop technology and data systems that make information more accessible to officers and the community	Examine and incorporate best practices from other agencies

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\Community Partnership	Organizational Change	Problem-Solving
Inform citizens about major police initiatives	Train all staff in community policing principles	Seek input from members of the community to identify and prioritize problems
Use citizen volunteers	Increase officer discretion and accountability for solving problems at their level	Encourage and enable officers to think about problem-solving when responding to calls for service
Operate a citizen police academy	Encourage officers to propose innovative solutions to long-standing problems	Evaluate the effectiveness of crime and problem reduction efforts
Develop working partnerships with other local government departments	Reduce hierarchical structures	Examine the cases for crime hot spots and develop appropriate responses based on underlying conditions
Get feedback from partners about the nature and priority of community problems	Increase agency transparency for activities and decision-making	Analyze factors and characteristics of repeat victims to support targeted interventions
Brainstorm new solutions with stakeholders	Incorporate community policing into field officer training	Gather information about repeat offenders to make future offending more difficult
Involve community partners and service providers in problem-solving processes	Give officers latitude in developing innovative responses to problems	Conduct surveys of the physical environment of problem locations to make places less susceptible to crime
Use foot patrol / bike patrol	Develop technology systems that support problem analysis and evaluation	Develop formal response plans
User partners to help implement responses to problems	Build community policing into mission / vision / strategic plans	Systematically document problems solving efforts in a database

Utilizing these tools and the information and recommendations in this report, the Des Moines Police Department should continue formalizing and implementing its community-policing strategy.

Recommendation: The Police Department should continue formalizing and implementing a comprehensive community-policing strategy.

(4) To Further Enhance How Patrol Officers Can Increase Their Effectiveness, the Utilization of Proactive Plans Should Be Implemented.

With the level of proactive time available to patrol officers and the potential assignment to specific Districts, the Des Moines Police Department should develop programs and policies to provide stronger management of its proactive time, and provide a tool for patrol sergeants and other sworn managers to measure activity. One tool is the utilization Tactical Action Plans (TAPs), which are developed by patrol officers and essentially include the following elements:

- 1) A particular problem / issue that should be addressed in the City
- 2) The patrol officer's plan to mitigate / reduce the problem / issue
- 3) How success will be monitored and measured
- 4) Reviewed and approved by officer and supervisor (sergeant)
- 5) Regular review of TAPs during briefings

Additionally, the Tactical Action Plans should address the following:

- They need to be in a consistent format among the patrol officers
- There should be a defined number of TAPs expected annually per officer
- There has to be accountability among patrol sergeants to actively measure the performance and carrying out the action plans for their patrol officers

Another similar tool is the utilization of COPPS (or Community-Oriented Policing Projects), which are based on police-officer initiated projects for which sergeants and other supervisors review and approve, as well as use as part of the performance evaluation process. The elements of the COPPS approach / document include:

- Scanning: this section introduces and defines the issue, such as excessive amount of calls for service involving juveniles during the summer months.

- Analysis: this section provides the analysis of the situation (including applicable codes or laws being broken and impacts), such as juveniles being in violation of the curfew laws.
- Response: this section defines the approach for the police officer to address the issue, including the times of the day and activities to be undertaken, including anticipated outcomes.
- Response Assessment: this section defines the outcomes of the police officer response to the defined problem.

The project team finds that these approaches could be an effective approach for the City of Des Moines, but only if they are consistently developed and utilized to address problems in the City, which can ultimately enhance the performance and accountability of patrol officers. This would require the active tracking and monitoring of crime activities and be reported on a regular basis. These types of tools are part of a larger approach which should be implemented relating to its overall community-policing strategy.

Recommendation: Implement the utilization of patrol officer Tactical Action Plans or Community-Oriented Policing Projects as a tool for sergeants to better monitor activity and manage / measure the effectiveness of officer proactive time.

(5) There are Opportunities to Utilize Non-Sworn Personnel to Handle Lower Priority Calls for Service.

The International Association of Chiefs of Police model policy on civilianization states the following:

“The efficiency and effectiveness of law enforcement agencies is enhanced when sworn and non-sworn personnel are appropriately used to perform those function that are best suited to their special knowledge, skills and abilities. Therefore, the agency should employ civilians for selected functions that do not require the authority of a commissioned officer, thereby freeing sworn personnel for enforcement functions and capitalizing upon the talents of all employees.”

This trend of civilianization across the industry has resulted in a sworn staff to civilian ratio of 8.3 to 1 in the mid 1960s, to just over 2 to 1 in the mid 2000s. For Des

Moines (with 49 sworn positions and 12 non-sworn positions), the ratio is approximately 3 to 1, which is generally in the mid-range of other cities in Washington (ranging from 2 to 1 in Pullman and Issaquah, up to 4.1 to 1 in Walla Walla, 3.5 to 1 in Mount Vernon, and 4 to 1 in Wenatchee). The trend toward civilianization has been the result of the following factors:

- The increasing costs of police services delivery in the traditional approach
- Technological innovations which have increased functional specialization
- An emphasis on increased effectiveness and efficiency in management
- A need to increase the number of sworn officers available for higher priority calls for service
- The changing needs of increasingly diverse communities (e.g., online and telephone reporting)
- A desire to increase civilian retention through expanded career opportunities

Currently, the Des Moines Police Department does not divert calls for service away from sworn personnel to civilian respondents with current resources and practices. The DMPD does, however, utilize 2 non-sworn Community Service Officer positions (organized under the Support Division) to deliver various services and support patrol operations, including the following tasks and activities:

- Facilitating community-based programs, such as facilitating neighborhood watch meetings, providing public education materials, providing crime prevention talks, conducting various community meetings with businesses, etc.
- Managing various information databases and other licensing programs, such as maintaining the business contact and criminal trespass information, the concealed pistol license and fingerprinting, the false alarm ordinance, etc.
- Supporting field patrol and enforcement operations, such as assisting patrol officers and the animal control officer as requested, tagging and towing abandoned vehicles, providing traffic control, deploying the speed trailers, etc.

- Other duties such as serving as liaison to outside organizations (the county, the school district, etc.), managing the volunteer programs, conducting surveys, managing the web-site information, and others.

Although these non-sworn positions delivery important services in support of public safety, the DMPD does not utilize Community Service Officers to focus primarily on addressing low priority community-generated calls for service (either in the field or through report taking at the station). Some examples of call types for which an alternative response (i.e., civilian or online reporting) include the following:

- Petty Theft
- Burglary
- Fraud
- Identify Theft
- Lost / Found Property
- Vandalism
- Non-injury Vehicle Accident

The DMPD does, however, utilize online reporting (the CopLogic Online Reporting System) as an option to handle these calls. During 2009, the online system processed approximately 700 online reports (representing 6% of total community-generated calls for service), with the report types involving property theft, identify theft, vandalism, hit and run, lost property, etc.

As noted earlier, the majority of calls for service (over 75% of total calls) in the City of Des Moines are Priority 3 or Priority 4 calls (representing non life-threatening, cold reports, etc.), which further facilitates the ability to utilize non-sworn resources to

handle calls. These calls are illustrated in the following table, per hour, per day, based on CY 2010 data:

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
0000	37	45	45	44	50	67	88	376	1.0
0100	36	30	22	37	26	35	61	247	0.7
0200	31	25	19	31	34	40	55	235	0.6
0300	20	18	16	24	20	46	53	197	0.5
0400	16	14	13	15	10	32	25	125	0.3
0500	8	14	6	6	14	15	18	81	0.2
0600	24	17	20	23	21	17	19	141	0.4
0700	27	30	39	30	32	29	24	211	0.6
0800	40	39	40	38	36	37	22	252	0.7
0900	52	53	50	36	44	48	32	315	0.9
1000	76	53	52	72	41	74	35	403	1.1
1100	57	57	60	50	55	69	49	397	1.1
1200	64	64	72	78	60	58	57	453	1.2
1300	63	67	61	61	70	70	55	447	1.2
1400	82	92	70	70	83	68	62	527	1.4
1500	98	81	64	63	68	63	66	503	1.4
1600	85	89	76	78	68	73	60	529	1.4
1700	64	51	50	58	57	62	54	396	1.1
1800	92	89	70	76	80	92	66	565	1.5
1900	84	73	66	59	88	80	72	522	1.4
2000	62	74	62	63	64	77	67	469	1.3
2100	55	66	73	52	68	78	75	467	1.3
2200	61	76	75	70	93	95	63	533	1.5
2300	45	47	44	59	79	78	44	396	1.1
Total	1,279	1,264	1,165	1,193	1,261	1,403	1,222	8,787	24.1

As this illustrates, nearly 50% of the Priority 3 and Priority 4 calls for service occur between regular business hours of 0800 and 1800, indicating the general business hours non-sworn personnel typically work. The concept of alternative service delivery also was identified in the 2009 Strategic Plan under the key issue of “Resource Utilization” with such strategies and objectives as the following:

- Continue to refine how we do business so we are more effective and efficient, to include the use of personnel, equipment, overall structure and funding
- Continue to evaluate which calls for service require police officer response, which may be handled by other resources, and those no longer handled by the police department.

Many agencies across the country achieve a high level of this call for service “diversion” – at least 20% of community generated calls for service in which a civilian position responds in the field as to keep sworn police officers available to respond to higher priority calls. Some approaches to civilian use are as are:

Alternative Service Delivery Approaches

Approach	Description of Key Elements
Call Queuing	<ul style="list-style-type: none">• Calls are grouped into different “priority” levels.• Calls of the highest priority are dispatched immediately (Officers may even be broken away from on-going calls to respond.)• Calls of lower priority will be placed in a “queue” or “stacked” until an appropriate unit is available. This may mean holding the call for a unit specifically assigned to the beat where the call has originated or waiting for a special unit (vice, narcotics, youth, etc.)
Self Reporting	<ul style="list-style-type: none">• Offered for call types where the caller needs the police report primarily for insurance purposes – i.e., where there is little chance of apprehending the offender.• Most often used for call types such as: gas drive offs, “beer runs,” and other minor thefts.• Reports are either mailed, faxed or made (in-person) by the complainant with no officer involvement.
Prime Report Taking	<ul style="list-style-type: none">• As with Call Queuing, this approach relies on the triage calls for service before the fact.• Call takers are provided with a set of questions related to pre-determined protocols which leads to the ultimate decision regarding whether to send an officer or whether to take the report by phone.• To enhance the success of these programs, the call takers are encouraged to provide the caller with information regarding the response time of an officer (i.e., very long) compared to doing the report over the phone (immediate) and to take other steps to educate the public.
Civilian Field Report Taking	<ul style="list-style-type: none">• Departments will dispatch uniformed non-sworn personnel to take reports from complainants in the field.• Some departments utilize these positions as a way of augmenting the approaches described above.• Others use them as a way of handling calls that might have otherwise been taken over the phone.

Field Civilians in Other Roles	<ul style="list-style-type: none"> • An expansion of the above roles. This approach has uniformed personnel responding to calls for service that have been determined to be of 1) lower risk, 2) higher priority than those that can be taken over the phone, and 3) to have the potential for requiring some follow-up – such as with evidence collection or photography. • Departments send these staff members to a wide range of call types. • Examples include: misdemeanors, traffic accidents, minor felonies, non-violent issues, civil matters, etc.
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The use of “differential police response” is intended to address a number of issues that have been of increasing significance to police departments around the country. These issues include:

- Increasing use of 9-1-1 in conjunction with public expectations has dramatically increased demands for service from the police in most communities.
- At the same time, community resources are constrained and alternatives to police response have become increasingly important.
- Public education efforts, use of 3-1-1 (non-emergency hotlines) and other approaches have demonstrated varying levels of success in the communities that have made such efforts and investments.

Utilizing the methods above could potentially increase even further the amount of proactive time DMPD patrol officers have because they are not responding to incidents for which a differential response may be more appropriate. This potential increase in proactive time for patrol officers (as calls are diverted to civilians) can enhance the City’s and Police Department’s ability to better target resources for directed patrol activities and other officer-initiated activities as necessary (such as traffic enforcement).

The following table estimates the number of non-sworn positions required to address various target percentages of calls for service:

Alternative Target	# of CFS	Hours (@30 Min / CFS)	FTE Required (@80% Utilization)
10%	1,163	581.25	0.4
20%	2,325	1162.5	0.9
30%	3,488	1743.75	1.3

As this shows, the Des Moines Police Department would require 1 dedicated full-time equivalent Community Service Officer position in order to address 20% to 30% of calls for service. This assumes 1,331 hours of availability (after estimating time off for leaves and administrative activities). Given this, the project team would recommend the following:

- Re-allocate 1 Community Service Officer position from the Support Division to the Operations Division
- Increase the number of Community Service Officer positions by 1 for a total allocation of 2 in the Operations Division
- Divide the tasks and activities between “support and administrative-centric” duties (e.g., licenses, emergency management plans, false alarm ordinance, volunteers, crime analysis, etc.) and “field and community-based” duties (e.g., responding to calls for service, neighborhood and business watch programs, graffiti, etc.). Essentially this would be allocated as follows:
 - The Support Division CSO position would be responsible for the support and administrative-centric activities.
 - The Operations Division CSO positions would be responsible for the field and community-based activities.

If the City chooses to authorize 1 additional Community Service Officer position, this would increase costs by an estimated \$79,837 (assuming the Master CSO salary and actual benefit percentage).

Recommendation: The Police Department should target up to 30% of calls for service being handled by alternative service delivery methods.

Recommendation: The Police Department should re-allocate at least 1 of its existing Community Service Officer positions from the Support Division to the Operations Division.

Recommendation: The Police Department should authorize 1 additional Community Service Officer position and allocate to the Operations Division.

6. THE DES MOINES POLICE DEPARTMENT HAS A DESIGNATED ANIMAL CONTROL OFFICER TO ADDRESS ANIMAL ISSUES.

The Animal Control Officer is allocated to the Operations Division and has the primary responsibility of enforcing animal control ordinances in the City, assuring property licensing of applicable animals, and educating the public in matters related to animal care and control. More specifically, the position is engaged in the following types of activities:

- Responds to animal-related calls for service, including vicious dogs, dog bits, etc.
- Conducting welfare checks and provided education to the pet owners on pet care and safety.
- Conducting investigations regarding the declaration of dangerous dogs.
- Working with area shelter and veterinarian service providers on animal issues.
- Conducting proactive duties such as dog bite education and prevention presentations to the community and to schools.

Other types of tasks include pet adoptions, selling pet licenses, issuing warnings, notices of violation, etc., as well as regular citizen contacts via phone, email, and in-person. The Des Moines Municipal Code 8.08 include the following laws to be enforced:

- Leash Law: Animals must be kept under leash control when off the owner's property.
- Scoop Law: Animal feces must be picked up
- Dangerous Dog Law: Animals may not be vicious to people or other animals
- Barking Law: Animals may not make unreasonable noise
- License Law: All dogs and cats over 6 months of age must be vaccinated for rabies, licensed, and wear the tag on their collar.

- Quarantine Law: Any animal that bites and breaks the skin of a person must be immediately quarantined.

During CY 2010, the Animal Control Officer engaged in over 300 community-generated calls for service and self-initiated activity, shown below:

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	0	0	0	0	0	0	0
0100	0	0	0	0	0	0	0
0200	0	0	0	0	0	0	0
0300	0	0	0	0	0	0	0
0400	0	0	0	0	0	0	0
0500	0	0	0	0	0	0	0
0600	0	0	0	0	0	0	0
0700	0	0	0	0	0	0	0
0800	0	0	0	0	0	0	0
0900	0	0	0	0	0	0	0
1000	6	8	2	5	10	0	31
1100	5	8	6	5	8	0	32
1200	10	3	12	8	2	0	35
1300	10	10	9	5	7	0	41
1400	7	8	10	4	11	0	40
1500	6	13	8	9	15	0	51
1600	12	15	12	11	6	0	56
1700	7	8	8	7	8	0	38
1800	8	1	1	0	0	1	11
1900	0	0	0	0	0	1	1
2000	0	0	0	0	0	0	0
2100	0	0	0	0	0	2	2
2200	0	0	0	0	0	0	0
2300	0	0	0	0	0	0	0
Total	71	74	68	54	67	4	338

As this shows, the Animal Control Officer is responding to a call for service or is engaged in a self-initiated activity between 6 – 7 times per week (or over 1 per working day). One of the innovative trends occurring in municipal code enforcement is the integration of resources in order to deliver comprehensive approaches to addressing community issues (or quality of life efforts). As described in the 2009 Strategic Plan and reinforced throughout this report, the development and implementation of comprehensive community-based policing programs is important for the City of Des

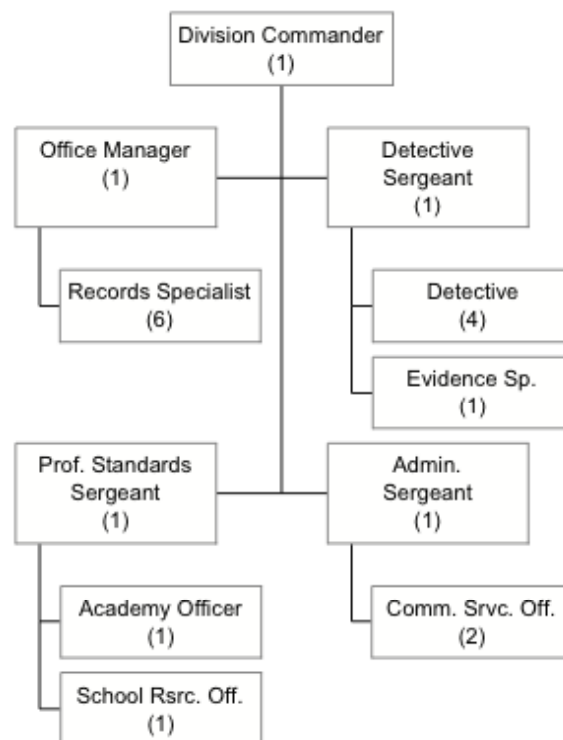
Moines. As such, there exists an opportunity for the Police Department better integrate its non-sworn resources from an enforcement perspective, which in this case is the Animal Control Officer and the Community Service Officers (who currently provides assistance on animal control issues). In line with our recommendation to enhance the use of alternative service delivery approaches, the Police Department should continue identifying opportunities to cross-train and utilize the Community Service Officers to address animal control issues in the City to the extent possible. This may provide the City and the Des Moines Police Department better coverage and flexibility to address animal-related calls.

Recommendation: The Police Department should continue identifying opportunities for the Community Service Officers to assist the Animal Control Officer as necessary.

3. SUPPORT DIVISION

This chapter provides the assessment of the Police Department Support Division which includes an analysis of staffing, workload, general operations, and service levels. The following illustrates the organizational structure and authorized staffing allocation for the Support Division:

Des Moines Police Department – Support Division



In general, the Support Division consists of various components and primarily includes follow-up investigations, records management and processing, and administrative services such as training, professional standards, and community relations and education. The first section below discusses the staffing and operations for follow-up investigations.

1. THE POLICE DEPARTMENT ALLOCATES 4 DETECTIVES TO CONDUCT FOLLOW-UP INVESTIGATIONS FOR PRIMARILY PERSON CRIMES.

The detective unit is responsible for the identification and apprehension of offenders and the recovery of stolen property, including the proactive and reactive investigations relating to narcotics and vice control, and the seizing and attaining forfeiture of property when allowable by law. The allocation of detectives is generally focused on person crimes outlined as follows:

- 1 of the positions is focused on financial crimes (identify theft, forgery, fraud, etc.), and also handles adult protective referrals.
- 1 of the positions is focused on domestic violence, felony assaults, felony order violations, as well as other general crimes.
- 1 of the positions is focused on major crimes (felony assaults, adult rapes, robberies, kidnappings, homicides, etc.)
- 1 of the positions is focused on child crimes (any felony case involving a child), handling CPS referrals, etc.

The evaluation of these detective staffing levels takes on a unique approach because, unlike field services, more subjective and qualitative determinants of workload and work practices are more important. The following are the considerations and factors which guide the assessment of operations and recommended staffing levels:

- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies, and thus making direct comparisons to evaluate staffing is insufficient.
- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to detectives varies. Also, the extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.
- Staffing approaches vary among agencies, in that some law enforcement departments utilize non-sworn personnel (or civilian investigators) to handle caseloads and supplement sworn positions

- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, and the time devoted to clerical tasks.
- The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of leads, suspect description, and other available information. The way information in a single case combines with information on other cases also impacts investigative actions.
- The nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.

In general, investigative workloads have numerous qualitative considerations when compared to that which depicts typically quantitative-driven patrol workload. And while there are some important quantitative metrics available, qualitative issues must also be considered and further emphasized. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues, and operational philosophies that have an impact on overall staffing needs. Generally speaking, the comparative measures that can be used to determine staffing, efficiency and effectiveness are displayed in the following table:

Comparative Measures	Comparative Industry Patterns
Active cases assigned to “generalist” crimes Detectives.	12 to 15 active cases per detective.
Active cases assigned to “person” crimes Detectives	8 to 12 active cases per detective.
Part I Offenses per “line” Detective in core investigative functions such as persons and property crimes Detectives. This does not include those assigned to “proactive” units such as narcotics or vice.	The Average distribution of Part I Offenses per “line” Detective developed in police services studies in the U.S. generally ranges from 300-500 Part I Offenses per investigator.

The following sub-sections assess the investigative workload and staffing requirements for the Des Moines Police Department.

2. THE DETECTIVE UNIT EXPERIENCED APPROXIMATELY 375 PERSON CASE ASSIGNMENTS DURING CALENDAR YEAR 2010.

To assess staffing levels and compare against these industry standards, the project team obtained various workload indicators, including investigations unit statistics, uniform crime reports, etc.

(1) The Detective Sergeant Assigns Approximately 31 – 32 Person Crime Cases per Month to the Detectives.

Based on Investigations Unit Statistics obtained from the Spillman Case Management System, the Detective Sergeant assigned 375 cases during CY 2010, equating to approximately 31 – 32 assignments per month. In general, the basic process for review and assignment is summarized as follows:

- The Records Division routes the scans the case report for review
- The Detective Sergeant reviews the case for potential assignment
- If the case is assigned, the report and any supplemental information will be printed out for routing to the detective
- The Detective Sergeant logs the case into the case management system, including the type of case, date assigned, the assigned detective, and a deadline date (typically 60 days)
- The assigned Detectives conducts follow-up on the case and when completed, provides to the Detective Sergeant for approval
- When the case is closed, inactivated, filed, etc., the Detective Sergeant will update the case management system
- The Records Division then inputs the appropriate information into the records management system

In order to estimate regular person crimes caseload activity for the 4 assigned Detectives, the following table summarizes the key elements that provide the project team an understanding of workflow:

Workflow Element	2010	Avg. / Month	Avg. / Detective
Cases Assigned	375	31.3	7.8
Cleared by Arrest	119	9.9	2.5
Cleared Non-Criminal	81	6.8	1.7
Cleared Exceptional	33	2.8	0.7
Inactive / Closed	76	6.3	1.6
Unfounded	28	2.3	0.6
Transferred to Another Agency	20	1.7	0.4
Total Clearances / Closures	357	29.8	7.4

As this “snapshot” of case figures indicate, each Detective is assigned an average of 7 - 8 person cases per month, as well as clears and / or closes 7 – 8 person cases per month, which indicates that detectives are typically addressing their respective cases within 30 to 60 days. Further, per the case data obtained, the Detective Unit had 32 open cases (equating to 8 cases per detective) pending to be cleared / closed, as well as the Detective Sergeant pending for 29 additional cases to be assigned (equating to approximately 7 – 8 per detective). Based on this case-flow, the project team can accurately estimate that at any given time, the number of “active” and open cases being worked by detectives is between 7 – 8, which is below the best practice range utilized by the project team for person-crime detectives. As such, based on this particular measure, the staffing level of the Detective Unit is more than adequate to meet workload demands in the City of Des Moines.

(2) The City of Des Moines Experienced 1,266 Part I Crimes During CY 2010.

The number of Part I crimes per Detective in many other law enforcement agencies in the United States averages between 300-500 crimes per Detective. Part I

Crimes are taken from the annual Uniform Crime Report and compared to actual detective staffing levels in a police agency. The following reflects information gathered by the project team over the last several years related to these staffing patterns:

Range of Part I Offenses Per Core Investigator	Percent of Departments Surveyed with Part I Offense Ratios in the Range
Less than 300	5.3%
300 to 400	31.6%
400 to 500	42.1%
More Than 500	21.0%
TOTAL:	100%

In addition to the above, a comparison of this metric against a variety of law enforcement agencies which the Matrix Consulting Group has directly worked over the last four years is further enlightening (and is intended for comparative purposes only):

Agency	Part I Offenses Per Core Investigator
Grants Pass, OR Public Safety	636
Orange Co. Sheriff, FL	494
Gilroy, CA Police Department	466
Goodyear, AZ Police Department	461
Palm Springs, CA	437
Corvallis, OR Police Department	403
Roseville, CA Police Department	377
Spokane, WA Police Department	352
Huntington Beach, CA	338
Omaha, NE Police Department	326
Newport Beach, CA	266
Galt, CA Police Department	257
Aurora, CO Police Department	211
Santa Monica, CA	177
Boca Raton, FL	175
Inglewood, CA Police Department	146
Beverly Hills, CA Police Department	102
Average	330.8

Per crime statistics from the records management system, the following table summarizes the number of Part I crimes experienced in the City of Des Moines during CY 2010 (and represent “actual offenses”):

Crime	#	Avg. / Month
Homicide	1	0.1
Rape	10	0.8
Robbery	48	4.0
Assault	219	18.3
Burglary	197	16.4
Larceny - Theft	619	51.6
Motor Vehicle Theft	172	14.3
Total	1,266	105.5

Given the current number of assigned Detectives, the number of Part I crimes per position is between 316 to 317 per detective, which is below the average of several other agencies. Based on this indicator, the number of assigned Detectives in the Des Moines Police Department is, at a minimum, adequate to address caseloads.

The table below compares the industry standards to the current workload and staffing levels assessed in the previous sub-sections:

Comparative Industry Patterns	Comparison Vs. Current # of Detectives (of 4)	Comparison Vs. Recommended # of Detectives (of 3)
8 to 12 active person cases per detective.	8 active person cases per detective.	11 active person cases per detective.
The Average distribution of Part I Offenses per "line" Detective developed in police services studies in the U.S. generally ranges from 300-500 Part I Offenses per investigator.	316 to 317 Part I Crimes per Detective	422 Part I Crimes per Detective

As these indicators show, the project team finds that the current staffing levels of the Des Moines Police Department Detectives Unit is more than adequate given the current caseloads and investigative approaches / clearance rates for person crimes. As such, the City and the Des Moines Police Department has a choice regarding the utilization of the detectives. Given that property crimes are assigned primarily to the

patrol officers, the City has the choice to 1) Reduce detective staffing levels by 1 position to better meet industry workload standards for person crime cases, or 2) Assign major property crimes cases to the detective unit to enhance their utilization and allow the ability for patrol officers to re-focus proactive time as necessary. It is important to note that a property crimes detective is expected to have an active caseload of between 15 – 20 property crime cases at any given time. However, if the City chooses to reduce detective unit staffing by 1 position, this can potentially save \$118,194 in annual operating costs (assuming top-step Master Police Officer salary plus benefits).

Recommendation: The Police Department should reduce / reallocate 1 Detective position as appropriate.

(3) The Des Moines Police Department does not Utilize Non-Sworn Positions to Supplement Investigations.

For progressive law enforcement agencies, the utilization of non-sworn, or civilian, personnel to supplement sworn personnel is becoming increasingly commonplace. As addressed earlier, many jurisdictions currently utilize Community Service Officers in the field to provide alternative service delivery (versus a sworn field response) to address such incidents as non-injury accidents, graffiti calls, cold burglaries, etc. For investigations, many jurisdictions also utilize civilian personnel to handle caseloads and to support sworn personnel with various tasks. For example, the City of Anaheim (CA) currently assigns 12% of investigative cases to civilian personnel (primarily in Burglary, Economic Crimes, and Missing Persons).

A Community Service Officer position is capable of serving in both a primary and support role, including engaging in the following:

- Review case files and obtain missing information

- Contact witnesses to arrange for interviews to obtain statements
- Contact financial and other institutions for follow-up information
- Conduct criminal background and other key records checks
- Interview witnesses and other persons who may have relevant information

Additionally, the following table provides a range of examples from other law enforcement agencies on the general description of civilian investigators:

Jurisdiction	Summary of Civilian Investigator
City of Brea (CA)	Under direction, to serve as a non-sworn Civilian Investigator on assigned cases including those involving fraud, embezzlement, theft of proprietary information, unlawful access or tampering with computer systems, financial elder abuse, credit cards, non-sufficient funds and account closed checks, forgery, sex crimes, juvenile related crime and other crimes, perform crime scene investigation, including identifying, collecting, preserving and processing physical evidence, preparing appropriate reports, assist in criminal investigations, and testify in court and perform other related duties, as assigned.
Los Angeles County Sheriff	Possible allocable to this class include preparing requests for criminal complaints, and assisting in the prosecution of cases. Incumbents must possess skill in applying a thorough knowledge of investigate procedures, court and legal proceedings, and techniques for interviewing and obtaining information from various sources, both public and private. Some duties include contacting and interviewing individuals of business or government agencies, conducting routine checks of businesses, pawnshops, etc., and examining a variety of records including criminal records, criminal sponsorships or connections, and government records to secure and verify information concerning suspected violations or violators.
Arizona Department of Public Safety	Responsible for conducting a variety of criminal, administrative and / or financial investigations by gathering, compiling and analyzing relevant facts. Provides investigate support to Department officers and other law enforcement personnel. Examples of functions including researching and conducting administrative, criminal and civil investigations related to alleged violations, conducting interviews and interrogating victims, witnesses and suspects, and gathering data from field locations and crime scenes, including processing and transporting evidence.

Although these jurisdictions are not meant as a direct comparison to the City of Des Moines, it merely illustrates that other law enforcement agencies (of diverse types

and operating environments) are choosing to be progressive, efficient, and effective with their non-sworn civilian resources to supplement sworn resources. As noted earlier, the project team has made a recommendation to reallocate 1 of the 2 CSO positions from the Support Division to the Operations Division, with the re-allocation of any field and community program-related activities to the CSO positions in the Operations Division. As a result, the CSO position allocated to the Support Division should absorb these tasks, as appropriate, related to follow-up criminal investigations (in addition to the current crime analysis functions, licensing functions, etc.), and report directly to the Detectives Unit Sergeant.

Recommendation: The Police Department should re-allocate 1 of its existing Community Service Officer positions to the Detectives unit.

3. THE RECORDS UNIT PROVIDES SERVICE TO THE DEPARTMENT AND THE PUBLIC ON A 24-HOUR / 7-DAY PER WEEK BASIS.

On a 24 / 7 basis, the DMPD Records Specialists provide staffing at the front counter and answering the Department business lines, routing phone calls, taking messages, etc., transcribing any digital statement recordings made by the officers from witness, suspect, and victims interviews, making entries into NCIC and WASIC (warrants, orders, stolen cars, missing people, stolen property, etc.), and inputting alarm permit application information into RMS, NCIC validations, fingerprint processing between the State and FBI, records retention, UCR data entry, etc.

(1) The DMPD is Supported by 6 Records Specialists Positions 24 Hours per Day, 7 Days per week.

The records management and processing resources consist of 6 Records Specialist, supervised by an Officer Manager. The Records Specialist positions work a

10-hour schedule and are allocated as follows (with schedules rotating on a 3-month basis):

- 1 position works 2100 to 0700 (Saturday through Tuesday) whose primary assignment is dog and cat licensing
- 1 position works 0700 to 1700 (Wednesday through Sunday) whose primary assignments include processing booking photos and incorporating them into the records management system, as well as processing the digital statements
- 1 position works 1100 to 2100 (Saturday through Tuesday) whose primary assignments include tracking the citations and infractions, processing fingerprinting and interacting with the State Patrol and the FBI systems
- 1 position works 0700 to 1700 (Sunday through Wednesday) whose primary assignments include processing the concealed pistol licenses, processing alarm permit applications, handling NCIC validations, etc.
- 1 position works 1100 to 2100 (Tuesday through Friday) whose primary assignments include records management and retention
- 1 position works 2100 to 0700 (Tuesday through Friday) whose primary assignment includes UCR data entry

The positions are supervised by the Officer Manager whose duties (in addition to ensuring the quality control and processing of crime reports) include the processing of public records requests, subpoenas, juvenile in-custody reports, DOJ reports, seized and forfeiture reports, and the asset seizure reports. The other Officer Manager responsibilities include serving as the Terminal Agency Coordinator for NCIC and the various criminal justice databases, including the law enforcement information exchange.

Based on the individual Records Specialist schedules, the table below illustrates the scheduled deployment:

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Clerk / Hour
0000	1	1	2	1	1	1	1	1.1
0100	1	1	2	1	1	1	1	1.1
0200	1	1	2	1	1	1	1	1.1
0300	1	1	2	1	1	1	1	1.1
0400	1	1	2	1	1	1	1	1.1
0500	1	1	2	1	1	1	1	1.1
0600	1	1	2	1	1	1	1	1.1
0700	1	1	1	1	1	1	2	1.1
0800	1	1	1	1	1	1	2	1.1
0900	1	1	1	1	1	1	2	1.1
1000	1	1	1	1	1	1	2	1.1
1100	2	2	3	2	2	2	3	2.3
1200	2	2	3	2	2	2	3	2.3
1300	2	2	3	2	2	2	3	2.3
1400	2	2	3	2	2	2	3	2.3
1500	2	2	3	2	2	2	3	2.3
1600	2	2	3	2	2	2	3	2.3
1700	1	1	2	1	1	1	1	1.1
1800	1	1	2	1	1	1	1	1.1
1900	1	1	2	1	1	1	1	1.1
2000	1	1	2	1	1	1	1	1.1
2100	1	1	2	1	1	1	1	1.1
2200	1	1	2	1	1	1	1	1.1
2300	1	1	2	1	1	1	1	1.1
Avg.	1.3	1.3	2.1	1.3	1.3	1.3	1.7	1.4

As this shows, the records function is generally staffed with between 1 to 3 positions per hour requiring between 5 to 6 Records Specialists to provide 24 / 7 coverage of records management and processing. Using the number of sworn officers per records clerk, the Des Moines Police Department has 6.2 to 1 Records Specialist and compares to other similar-sized jurisdictions in Washington as follows:

- 9.8 sworn positions per 1 records position in Lake Stevens
- 4.2 sworn positions per 1 records position in Pullman
- 8.3 sworn positions per 1 records position in Issaquah
- 10.8 sworn positions per 1 records position in Walla Walla

On average, based on other police departments the project team has worked with outside of Washington (excluding those with in-house dispatch centers), the average number of sworn positions per records position typically ranges between 7 to 9 sworn positions per records position. In general from a comparative context, these comparisons indicate the Des Moines Police Department has opportunities to either enhance the utilization of these positions (e.g., assisting with alternative service delivery through telephone or counter reporting) and / or reduce the operating hours of the records function, which is discussed in the following section.

(2) The Records Function Experiences Low Levels of Workload Activity During the Early Morning Hours.

As with many law enforcement agencies, the number of activities are significantly less (i.e., calls for service and officer-initiated activities) during the early morning hours versus the rest of the day, as illustrated as follows for the Des Moines field units:

Hour Block	% of Activity
0000 - 0400	11.9%
0400 - 0800	6.4%
0800 - 1200	17.1%
1200 - 1600	21.7%
1600 - 2000	21.7%
2000 - 0000	21.2%
Total	100.0%

As shown above, the hours between 0400 and 0800 represents less than 7% of total field officer workload (community generated calls for service and officer initiated activity), while the hours between 0000 and 0400 represent less than 12% of total field officer workload which impacts the need for records personnel. Overall, the early morning Records Specialist typically are answering phone calls regarding vehicle tows and repossession (from the tow companies and repossession companies) and entering the information into the Records Management System, as well as staffing the teletype.

In general, the most critical function of records personnel is to enter into the system missing persons and auto theft cases. Based on CY 2010 data, these incidents (stolen vehicles and recoveries and missing persons cases) represented approximately 374 system entries, summarized by time of day and day of week as follows:

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
0000	0	0	2	1	2	2	1	8	0.02
0100	0	1	0	0	0	2	1	4	0.01
0200	2	2	2	0	1	2	0	9	0.02
0300	0	1	1	1	0	2	0	5	0.01
0400	1	0	0	0	1	0	0	2	0.01
0500	0	1	0	0	1	1	1	4	0.01
0600	2	1	3	3	3	0	2	14	0.04
0700	5	4	5	3	5	1	2	25	0.07
0800	2	4	4	1	4	3	1	19	0.05
0900	1	3	2	1	6	3	4	20	0.05
1000	4	2	3	6	5	5	3	28	0.08
1100	6	3	3	2	9	3	4	30	0.08
1200	3	1	5	2	3	4	3	21	0.06
1300	1	6	1	3	4	5	4	24	0.07
1400	1	2	4	3	4	3	4	21	0.06
1500	2	2	2	2	6	3	3	20	0.05
1600	3	2	5	2	2	5	1	20	0.05
1700	2	2	1	2	3	2	3	15	0.04
1800	7	5	2	1	1	1	1	18	0.05
1900	6	4	2	1	1	1	3	18	0.05
2000	0	1	0	2	2	3	0	8	0.02
2100	1	1	5	0	3	2	3	15	0.04
2200	1	2	2	1	3	2	5	16	0.04
2300	0	2	1	2	2	2	1	10	0.03
Total	50	52	55	39	71	57	50	374	1.02

Given this workload (which equates to an average of just over 1 incident per working day) and the comparative indicators above, the project team recommends moving to a 5-day per week operation (Monday through Friday) with 2 Records Specialist working an 8 or 12-hour schedule (from 0800 to 2000). This time shaded above represent 182 incidents (or nearly half of the annual total) for which Records Specialist positions will be available. The remaining entries should be handled by

sworn personnel (i.e., patrol officers) who have adequate levels of proactive time to address these incidents (from the station or utilizing the mobile data terminals in the patrol vehicles if given access), especially given they occur an average of once per day.

To provide a minimum of 2 Records Specialists per hour Monday through Friday on an 8 or 12-hour schedule, this would require 4 full-time equivalents (resulting in a more industry comparable 9.3 sworn positions per records position) and is based on the following calculation:

- 2 Records Specialists per hour for 12 hours per day, or 24 staff hours per day multiplied by 5 working days per week, or 120 staff hours per working week (which is essentially 3 actual positions for 40 hours per week).
- Multiply 120 staff hours per working week times 52.14 weeks, results in an annual total staffing requirement of 6,257 staff hours required annually
- Based on actual annual availability of Records Specialist personnel (or 1,710 available hours annually), this equates to a staffing requirement of 3.7 full-time equivalents

As a result, some of the current primary duties assigned to the Records Specialist would require re-allocation and absorption by existing DMPD personnel, including such tasks as dog and cat licensing and any permitting activities being re-assigned to the Community Service Officers and / or the Animal Control Officer. This staffing recommendation results in the potential reduction of 2 Records Specialist positions, saving approximately \$129,365 annually (based on the top-step Records Specialist salary plus benefits).

Recommendation: The Police Department should discontinue the operation of a 24-hour / 7-day per week Records Section, and operate Monday through Friday from 0800 to 2000.

Recommendation: The Police Department should staff a minimum of 2 Records Specialists per working hour of the Records Section, requiring the allocation of 4 full-time equivalents.

(3) The Records Section Should Track Workload and Formally Report the Data to the Office Manager and Support Division Commander.

Through interviews and review of accessible data, the project team identified several opportunities for improvement with respect to management systems in the Records Section. The points, which follow, provide a summary of the opportunities for improvement.

- The Records Section does not utilize data to track workload or monitor performance.
- Because of the limited availability of data, data are not used to guide management decisions of the Section.
- The Records Section does not track the number of police reports which are routed back to the patrol officers or records specialists for correction (per the Sergeant review).

Although the Records Section regularly tracks various types of data, they should develop a more formal process through which workload and data are tracked to ensure resources are effectively utilized and allocated. This should include developing a monthly reporting system, which tracks major workloads, including:

- Records requests;
- Warrants;
- Subpoenas;
- LiveScans and Sexual Offender Registrations;
- Data entry of records and reports;
- Error rate of transcribed reports;
- Purging of records; and
- Public assistance provided.

By tracking these workload data, the Office Manager will be able to make more informed decisions regarding the use and allocation of resources, as well as develop workload trends, which will assist the Section in identifying overall staffing needs and assess the efficiency and effectiveness of the hours of operation.

Recommendation: The Records Section should develop a workload reporting system which provides the Office Manager and / or Support Division Commander with sufficient data to manage effectively.

(4) The Records Section Should Develop Formal Performance Standards for Internal Service Delivery as Well as External Customer Service.

As noted, the Records Section has not developed performance goals and objectives to enhance operations. This, in turn, means that staff and the overall performance of the Section are not accountable to meeting certain goals that address the service philosophy of the DMPD, as well as the City. The points, below, provide a brief discussion of the Records Section with respect to performance standards.

- The Records Section has not developed utilize formal performance goals or objectives.
- Data are not tracked to provide the Records Division with information regarding performance.
- Because data are not tracked and monitored, the Section functions reactively to workload, meaning that long range goals and strategies have not been addressed.
- There are opportunities to improve accountability by setting performance goals and objectives and monitoring the ability of the Section to meet those expectations.
- The Records Division interfaces frequently with the public through phone calls, walk-in customers, and mail / fax requests. As such, the Records Section should be held accountable for ensuring that it provides high levels of customer service in accordance with City service level objectives.

The Records Section should develop goals and objectives in linking those goals and objectives to performance standards to improve the overall management of workload, customer service, and performance. The table, below, provides an example of the goals, objectives and performance standards, which should be developed:

Goal/ Objective	Purpose	Performance Standard	How to Track / Measure
Provide the highest level of customer service possible.	To ensure the Records Section provides customer service in accordance with the City's service level objectives.	100% of open records requests are fulfilled within 10 days.	Maintain a log of records requests, including receipt date and fulfillment date.
Effective and efficient use of resources allocated.	To ensure costs and operational efficiencies are a priority in the Section.	Records staff are deployed consistent with workload. Given financial constraints, the extent to which the Records Section meets 'best management practices.'	Periodic review of management reports for balance of workload and staff. Annual review of operations to 'best management practices' for Records.
To ensure fiscal responsibility and proper handling of monies.	Provide an audit trail of financial transactions and minimize potential exposure to risk or loss.	100% of financial transactions are recorded and a receipt is provided to the customer. Records of all payments are also maintained against each request.	The Office Manager should be responsible for providing quarterly audits of records requests to ensure receipts are maintained,
Compliance with State legal requirements.	To ensure the Records Section does not violate legal requirements.	Annual review of policies, procedures, and legal requirements.	Annual reviews of policies, procedures, and legal requirements are conducted. New laws and requirements, as well as policy changes.
Maintain compliance with State purging requirements.	To ensure the Records Section meets State requirements.	Records are purged in accordance with State legal requirements.	Periodic review of records to ensure records are purged according to State requirements.

Recommendation: The Records Section should develop goals and objectives and link those to performance to ensure accountability of staff, as well as effective use and allocation of resources.

3. MANAGEMENT / ORGANIZATIONAL STRUCTURE

Successful organizations whose focus is law enforcement and are designed to optimize the management and control of the organization while furthering the goal of providing a high level of service to the community. This organizational design needs to consider functional alignment, spans of control and individual performance criteria. In assessing organizational and management structures, a number of primary criteria should be considered.

- **Complementary Functions:** Are functions grouped consistent with periodic interaction, common planning and scheduling approaches, to delivery services which are linked in some way?
- **Degree of Coordination Required:** This factor concerns the relationships within units and among units, sections and divisions. Many functions need close or indirect alignment in order to maximize efficiency and/or effectiveness.
- **Accountability:** Does the organizational structure foster accountability among management and supervisory staff? While this criteria overlaps with the “management systems” utilized, the organizational structure itself can facilitate or impede the performance of an organization.
- **Degree of Organizational Risk:** This relates to how much risk a function incurs if an activity is not performed or is performed poorly. Risk might involve financial or personnel concerns. Generally, higher risk functions are close in contact with top management staff.
- **Degree of Public Scrutiny:** This factor is concerned with the degree to which public attention is “routinely” paid to a given activity. For example, internal affairs is a function whose work results in public scrutiny at some level.
- **Supervisor and Management Responsibilities:** This relates to whether supervisors are fully devoted to overseeing the primary activities of the function or have been assigned other duties which interfere. This can result in functional responsibility being placed higher or lower in a management chain.

Based on some of these various criteria, the project team assessed the DMPD organizational structure and makes recommendations for restructuring. Further, based

on the employee survey results, there are significant issues from an organizational management and culture perspective which need to be addressed, with the highest extent of dissatisfaction relating to the following:

- Inability to make decisions in a timely manner
- Staff at all levels not being held accountable
- Inability to resolve problems and issues
- Lack of a clear vision and direction for the future

Given the current organizational and operational climate (e.g., budget challenges, resource reductions, staff turnover, position vacancies, etc.), these results are not completely surprising, and in addition may point to systemic problems in the organization. However, based on the recommendations in this report relating to enhanced direction for patrol operations, more efficient utilization of personnel, and an overall philosophy of improving the community-oriented policing program, many of the areas of dissatisfaction may be addressed.

1. THE CURRENT DES MOINES POLICE DEPARTMENT STRUCTURE IS GENERALLY WELL DESIGNED, WITH SOME OPPORTUNITIES FOR IMPROVEMENT.

The project team evaluated the Des Moines Police Department against the organizational criteria described above as well as with management indicators, with the following table providing a summary of this evaluation:

Criteria	Summary Evaluation
Complementary organization	The DMPD is traditionally organized between Operations Division and Support Division, each with a Commander reporting directly to the Chief of Police. Although this is an efficient approach and the project team supports the current organization and allocation of command staff, the command staff needs to continue being consistent in management approaches and have a common vision for the future.

Criteria	Summary Evaluation
Coordination of functions	The coordination of functions within the DMPD is generally efficient between the Operations Division and Support Division (i.e., the coordination of report review and investigations assignment is well managed). However, as indicated in this report, there are opportunities to better integrate the utilization of non-sworn resources within patrol operations and investigations.
Accountability for performance	It is important for the DMPD to maximize consistency among the Patrol teams to ensure that standardized approaches to accountability and performance measures are in place. This is especially important for the Patrol Sergeants to maximize consistency among them in the way resources are managed, directed, and evaluated.
Risk management	Although the DMPD has a dedicated Professional Standards Sergeant to address complaints, this function should be re-allocated to the Support Division Commander position to maximize the Commander position and to raise the priority and importance of this responsibility.
Public scrutiny	With the reallocation of Professional Standards from a Sergeant position to a Commander position, this will promote greater transparency within the organization and indicate to the public the importance of this responsibility.
Management / supervisory spans of control	<p>Generally the spans of control are appropriate throughout the organization between management / supervisor positions and direct reports, with the exception of the Professional Standards Sergeant and the Administrative Sergeant.</p> <p>Given the recommendations in this report, there is the opportunity to consolidate these 2 position into 1 position and reduce the total number of Sergeants.</p>

The following points highlight the key issues regarding organizational structure and management:

- Although the allocation and organization of command staff is efficient, there needs to be continued emphasis on defining and carrying out the vision, mission, goals and objectives of the Des Moines Police Department.
- Re-allocating non-sworn Community Service Officers to better integrate with patrol operations and investigations will enhance the utilization of these positions and provide the opportunity for sworn personnel to engage in higher priority activities.

- The command staff and patrol sergeants need to continue being mindful of adopting consistent performance measures, and holding staff at all levels equally accountable for their actions (including both rewards and punishments).
- The Patrol Sergeants need to continue working toward consistency in how Police Officers are managed, supervised, deployed, evaluated, etc. As a result of recommendation made in this report (i.e., establishing stronger community policing programs that promote greater accountability), the DMPD should be able to better address issues around consistency.

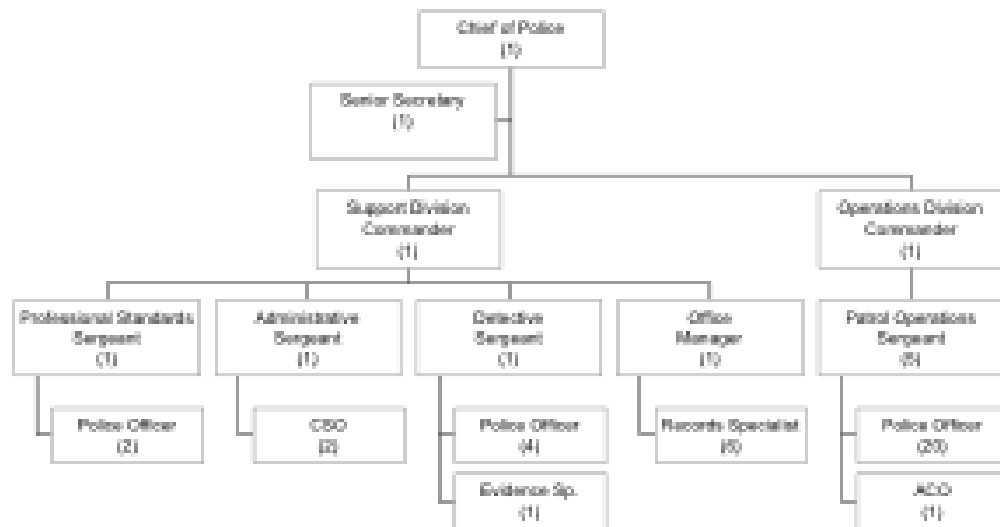
Finally, as discussed in the next section, there are opportunities to enhance the spans of control to promote greater efficiencies and workload balance among the Sergeant positions. As mentioned earlier, the desire for staff at all levels to be consistently held accountable was raised as an issue, including the consistency of how operations are carried out among the separate patrol teams. Through the implementation of recommendations in this report (including the Records Section better tracking the issues with crime reports and reporting those to the Division Commander), the DMPD can take the steps to ensure that any gaps can be addressed. Additionally, it is critical for the DMPD managers to be “on the same page” and consistent with direction of their respective staff, including making an effort to not directly manage the staff resources who may be allocated under a separate Commander or Sergeant (without consultation or collaboration).

Recommendation: Continue to implement policies and procedures which promote greater consistency and accountability among all staff.

2. THERE ARE OPPORTUNITIES TO MAKE SPANS OF CONTROL MORE EFFICIENT FOR SOME SUPERVISORY POSITIONS.

There are some organizational and management structure changes which may facilitate a more efficient and streamlined organization, especially relating to consolidation of functions / positions and the enhancement of spans of control. The

chart below illustrates the overall management structure of the Des Moines Police Department, including the identification of key subordinates (or direct reports):



Based on the current organizational structure, the management spans of control include the following:

Management / Supervisor Position	Span of Control
Chief of Police	1 : 3
Support Division Commander	1 : 4
Operations Division Commander	1 : 5
Professional Standards Sergeant	1 : 2
Administrative Sergeant	1 : 2
Detective Sergeant	1 : 5
Patrol Sergeant	1 : 5
Office Manager	1 : 6

Compared against the industry best practices for law enforcement agencies of 1 : 4 – 6 span of control, the most significant deviation is between the Administrative Sergeant position and Professional Standards Sergeant position (each with a span of control of 1 : 2). Given the total current authorized number of 26 DMPD police officer

positions and 8 sergeant positions, this equates to approximately 3.3 police officers per sergeant (outside of the industry best practice range). Further, the DMPD spans of control between police officers and sergeants is more narrow than other similar-sized jurisdictions in Washington, as compared to the following:

- 4.4 police officers per sergeant position in Lake Stevens
- 5.5 police officers per sergeant position in Pullman
- 4.8 police officers per sergeant position in Issaquah
- 7.2 police officers per sergeant position in Walla Walla
- 5.8 police officers per sergeant position in Mount Vernon

In general, the Administrative Sergeant is responsible for managing and monitoring departmental training, facilitating emergency management programs, developing departmental policies and procedures, and administering the online reporting system. The Professional Standards Sergeant position is responsible for documenting allegations of misconduct, reviewing complaint information, conducting use of force investigations, monitoring sensitive data (e.g., racial profiling), and conducting quarterly audits of the evidence room.

Additionally, given the project team recommendation of re-allocating the Community Service Officer positions from the Administrative Sergeant to other areas of the organization, this position will no longer have any direct reports. As such, the project team recommends the following:

- The Administrative Sergeant continue with the current roles and responsibilities (excluding supervision of the Community Service Officers), and take on the supervision of the TAC Academy Officer and the School Resource Officer.
- The complaint processing and resolution duties should be shifted from the Professional Standards Sergeant to the Support Division Commander, as well as

shift duties relating to data reporting to the Records Division and audits of the evidence room to the Detective Sergeant.

As a result, the Police Department should eliminate the Professional Standards Sergeant position and re-allocate the respective tasks and activities as appropriate. The reduction of a Sergeant position can potentially save the City and the Des Moines Police Department approximately \$133,623 (assuming the top-step Master Sergeant salary plus a benefit percentage of 35.5%).

Recommendation: The Police Department should consolidate the Administrative Sergeant position and the Professional Standards Sergeant position and re-assign professional standards tasks and activities as appropriate.

4. ALTERNATIVE SERVICE PROVIDERS

As part of the Organizational Review and Performance Audit of the Police Department, the project team determined preliminary cost estimates of alternative service delivery approaches regarding the provision of law enforcement services in the City of Des Moines. It is important to note that these are initial cost estimates which should be further examined and discussed with the respective alternative service providers, however, should provide the City a comparative / contextual understanding of the potential for receiving law enforcement service from the City of Federal Way, the City of Kent, or the King County Sheriff's Office.

Also, the City of Des Moines should be mindful of any potential differences in service delivery performance and approaches (e.g., community-policing philosophies, response times, etc.). Additionally, the crime rate for the City of Kent is approximately 51 crimes per 1,000, while the City of Federal Way is approximately 57 crimes per 1,000 (versus a lower crime rate of 35 per 1,000 residents in Des Moines). These issues can be further discussed with any alternative service provider assuming the City of Des Moines moves forward with exploring this option (e.g., the City of Des Moines can contract for additional resources if can be shown to improve response times, etc.).

In general, the following points summarize the key approaches and assumptions in developing the preliminary cost estimates:

- Conducted introductory meetings with the respective managers and police executives of the alternative service providers regarding the provision of law enforcement to the City of Des Moines.

- Collected and reviewed staffing, compensation, and budget information from the respective law enforcement agencies in order to develop estimated costs of providing service to the City of Des Moines.
- Key assumptions to develop the preliminary costs include:
 - The overall staffing approach of the alternative service provider is based upon the project team recommended staffing levels identified in this report, including a minor staffing adjustment for the 10-hour patrol schedule utilized by the respective agencies.
 - The compensation and budget of the alternative service provider was based upon respective salaries and benefit percentages, overtime costs, services and supplies, and an estimated 15% overhead charge.
 - The continuation of similar service levels as currently provided by the City of Des Moines Police Department (i.e., proactive time target of 50%), including the provision of the School Resource Officer, etc.
 - The City of Des Moines would continue incurring the costs associated with its Animal Control Officer.
 - The continued incurring of costs associated with professional services, including such items as dispatch services, janitorial services, communications, repair and maintenance, etc.
 - The continued utilization of the current police facility and key pieces of equipment.

In order to develop an “apples to apples” comparison, the baseline comparative cost for the City of Des Moines is approximately \$6.5 Million (which excludes approximately the \$1.5 Million the City allocates for Animal Control services, as well as for professional services and computer maintenances – as the project team assumes these costs would continue to be incurred regardless of the alternative service provider), which is then compared to each of the estimated potential contract costs.

1. THE CITY OF FEDERAL WAY POLICE DEPARTMENT EMPLOYS 165 FULL-TIME EQUIVALENTS WITH A BUDGET OF \$25.8 MILLION.

The City of Federal Way borders the City of Des Moines in the south, including Patrol District #5 and District #6. The Federal Way Police Department is a community-based police department with the following goals and objectives:

- Provide a safe environment through community involvement, innovation, and education
- Be familiar with and practices current and modern law enforcement techniques and tactics.
- Maintain a dedicated, well-trained, equipped force function with integrity, accountability, and team work.

Based on the recommended staffing approach and the classifications, compensation, and budgetary structure of the Federal Way Police Department, the following table estimates the contract cost of the provision of law enforcement service to the City of Des Moines:

Classification	DMPD Staffing (Recommended)	Federal Way	Salaries	Benefits (@34%)
Police Chief	1	0		
Commander	2	1	\$112,596	\$38,282.64
<i>Lieutenant</i>	0	5	\$510,060	\$173,420.40
Office Manager	1	0		
Senior Secretary	1	0		
<i>Executive Assistant</i>	0	2	\$131,592	\$44,741.28
Evidence Specialist	1	1	\$56,736	\$19,290.24
<i>Records Supervisor</i>	0	1	\$62,640	\$21,297.60
Records Specialist	4	6	\$293,688	\$99,853.92
Sergeant	7	0		
Detective	3	3	\$217,296	\$73,880.64
Patrol Officer	16	20	\$1,448,640	\$492,537.60
ACO	1	0		
CSO	3	0		
CPIS	0	2	\$130,944	\$44,520.96
Total	40	41	\$2,964,192	\$1,007,825
Total Salaries / Benefits				\$3,972,017
Overtime (@5%)				\$198,600.86
Services and Supplies (@7.5%)				\$278,041.21

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Sub-Total Contract		\$4,448,659.35
Overhead (@15%)		\$667,298.90
Total FW Contract (est.)		\$5,115,958.26

The following points summarize the information above:

- Using top step salary for the applicable positions and the actual benefits percentage of approximately 34%, the total salaries and benefits is nearly \$4 Million.
- Using the actual overtime rate of approximately 5% above salaries and benefits, the project team includes estimated overtime at nearly \$200,000.
- Using the actual services budget percentage of 7.5% above salaries and benefits, the project team includes estimated costs of \$278,000.
- Using the typical contract overhead percentage of 15%, the project team includes a cost of \$667,000 for general administrative overhead to cover personnel costs for the respective command staff, legal staff, information technology staff, etc.

In total, the Federal Way contract for direct law enforcement costs is estimated to be \$5.1 Million. As noted earlier, the City of Des Moines would continue incurring law enforcement costs related to animal control, professional and support services of approximately \$1.5 Million – for a total law enforcement budget of \$6.6 Million under a potential contract with Federal Way.

2. THE CITY OF KENT POLICE DEPARTMENT EMPLOYS OVER 180 FULL-TIME EQUIVALENTS WITH A BUDGET OF APPROXIMATELY \$30 MILLION.

The City of Kent borders the City of Des Moines in the east, and includes Patrol District \$4 and District #5. The Kent Police Department provides full law enforcement services, including the Municipal Jail, and has recently experienced growth from recent annexation activity (adding an additional \$4 Million in budget), with the following mission:

- Aggressively fight crime
- Impartially protect rights

- Identify and solve problems

Based on the recommended staffing approach and the classifications, compensation, and budgetary structure of the Kent Police Department, the following table estimates the contract cost of the provision of law enforcement service to the City of Des Moines:

Classification	DMPD Staffing (Recommended)	Kent	Salaries	Benefits (@34%)
Police Chief	1	0		
Commander	2	0		
<i>Lieutenant</i>	0	1	\$105,396	\$105,396.00
Office Manager	1	0		
Senior Secretary	1	0		
<i>Admin Assistant</i>	0	2	\$118,896	\$40,424.64
Evidence Specialist	1	0		
Evidence Technician	0	1	\$60,828	\$20,681.52
<i>Records Sp. Supervisor</i>	0	1	\$62,376	\$21,207.84
Records Specialist	4	6	\$315,216	\$107,173.44
Sergeant	7	5	\$432,900	\$147,186.00
Detective	3	3	\$219,384	\$74,590.56
Patrol Officer	16	20	\$1,462,560	\$497,270.40
ACO	1	0		
CSO	3	0		
Public Education Specialist	0	2	\$124,752	\$42,415.68
Total	40	41	\$2,902,308	\$1,056,346
Total Salaries / Benefits				\$3,958,654
Overtime (@5%)				\$197,932.70
Services and Supplies (@5.7%)				\$225,643.28
Sub-Total Contract				\$4,382,230.07
Overhead (@15%)				\$657,334.51
Total Kent Contract (Est.)				\$5,039,564.58

The following points summarize the information above:

- Using top step salary for the applicable positions and the actual benefits percentage of approximately 34%, the total salaries and benefits is nearly \$4 Million.
- Using the estimated overtime rate of approximately 5% above salaries and benefits, the project team includes estimated overtime at nearly \$200,000.
- Using the actual services budget percentage of 5.7% above salaries and benefits, the project team includes estimated costs of \$225,000.

- Using the typical contract overhead percentage of 15%, the project team includes a cost of \$657,000 for general administrative overhead to cover personnel costs for the respective command staff, legal staff, information technology staff, etc.

In total, the Kent contract for direct law enforcement costs is estimated to be approximately \$5 Million. As noted earlier, the City of Des Moines would continue incurring law enforcement costs related to animal control, professional and support services of approximately \$1.5 Million – for a total law enforcement budget of \$6.5 Million under a potential contract with Kent.

3. THE KING COUNTY SHERIFF PROVIDES CONTRACT LAW ENFORCEMENT SERVICES TO A NUMBER OF MUNICIPALITIES.

The King County Sheriff's Office provides contract law enforcement services to a dozen municipalities across King County, including to the north for the City of Seatac. Based on our contract analytical work with King County, the project team developed a basic estimate of potential contract costs. The following table reflects the salary and benefit costs for the key contract positions:

	Salary	Benefits	Positions	Total Cost
Sergeant	\$ 113,966	\$ 38,144	5	\$ 760,550
Officer	\$ 86,906	\$ 34,656	20	\$ 2,431,240
Detective	\$ 90,322	\$ 35,097	3	\$ 376,257
TOTAL:				\$3,568,047

In addition to the baseline position costs for the King County Sheriff, the following summarize the other direct costs related to overtime, administrative support, and other cost elements:

- Based on overtime costs of King County which fall within the range of 7% to 10% of total salary / benefit costs, the project team includes estimated overtime of \$214,083.
- Uniforms, equipment and supplies are provided to staff per the KCSO General Orders Manual and supported by Memorandum of Agreement documentation. Costs are allocated at \$2,176 per annum per sworn member for such uniforms, equipment and supplies, which equate to \$60,928.

- Similar to the above expenses, the 800 MHz radio system is charged at \$1,784 per Full-time Equivalent and \$2,263 for Insurance per FTE, which equate to \$112,308.
- Other direct costs related to command staff, patrol supervision, SET detectives, precinct support staff, hostage negotiations, major crimes investigations, etc. which equate to approximately \$693,704.

In total, the Sheriff contract for direct law enforcement costs is estimated to be approximately \$4.6 Million. As noted earlier, the City of Des Moines would continue incurring law enforcement costs related to animal control, professional and support services of approximately \$1.5 Million – for a total law enforcement budget of \$6.1 Million under a potential contract with the King County Sheriff's Office.

* * * * *

In summary, based on the preliminary contract cost estimates for these alternative service providers, the City of Des Moines can potentially experience significant cost savings, which includes the recommended staff savings introduced in this report. Compared to the current authorized budget for the City of Des Moines Police Department cost of \$7,948,088 (including the General Fund and the Levy Lid Lift), the City may experience the following potential savings:

- Contracting with the City of Federal Way – savings of \$1.4 Million
- Contracting with the City of Kent – savings of \$1.4 Million
- Contracting with the King County Sheriff's Office – savings of \$1.8 Million

As such, the project team recommends the City of Des Moines obtain formal proposals from these respective agencies in order to better understand their respective staffing approaches, policing philosophies, and potential costs in order to determine if any of these alternative methods is appropriate.

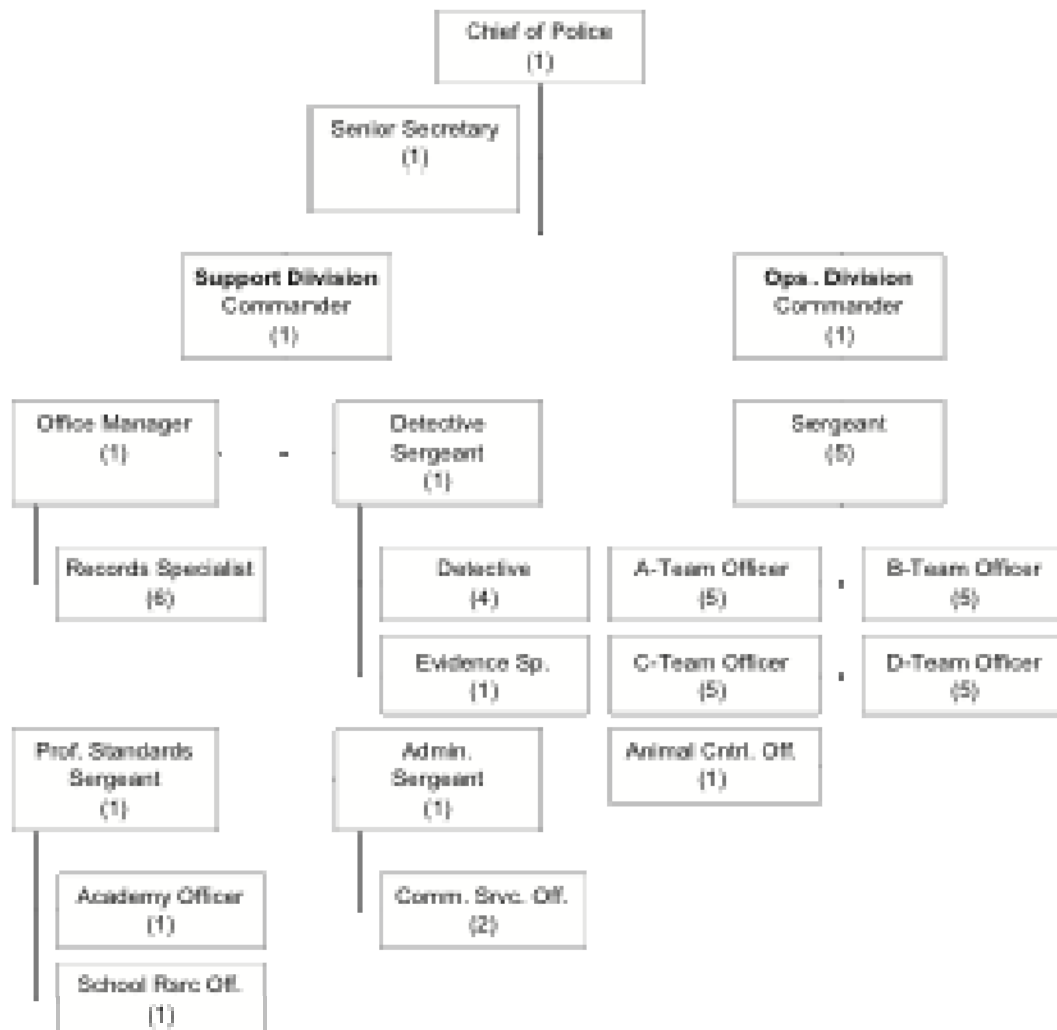
Recommendation: The City of Des Moines should obtain formal proposals from surrounding law enforcement agencies for the provision of law enforcement services.

APPENDIX A: PROFILE OF THE POLICE DEPARTMENT

This Appendix provides the profile of the Des Moines Police Department, summarizing the overall organization, operations, and workload.

1. THE POLICE DEPARTMENT IS AUTHORIZED WITH 49 POSITIONS WHO ARE RESPONSIBLE FOR ACTIVITIES WITHIN THE SUPPORT DIVISION AND OPERATIONS DIVISION.

The following illustrates the organizational structure of the Des Moines Police Department, including authorized staffing numbers for FY 2010 / 2011:



As shown above, the Police Department is authorized with 49 positions, with 27 of the positions allocated to the Operations Division, 20 positions allocated to the Support Services Division, as well as the Chief of Police and Senior Secretary. The following table summarizes the key roles and responsibilities of these positions, as well as notes the vacant positions:

Position	Authorized #	Key Roles and Responsibilities
Chief of Police	1 (Vacant)	<ul style="list-style-type: none"> • Providing the overall management and leadership of the Police Department, including serving as the liaison between the Department and the City Manager and Council. • Developing and implementing policies and procedures • Carrying out various administrative duties related to personnel, budget development and expenditures, strategic planning, etc. • Position is filled in the interim by a Commander.
Senior Secretary	1	<ul style="list-style-type: none"> • Providing administrative support to the Chief of Police and Commander positions, including routing phone calls, scheduling meetings, developing correspondence, etc. • Taking meeting minutes at supervisory meetings and at any boards or commissions the Department command staff are part of. • Handling various business activities, including purchasing and monitoring office supplies and processing invoices • Assisting department-wide activities with data entry, records processing, responding to public requests and complaints, and regular statistical reporting.
Support Division		
Commander	1	<ul style="list-style-type: none"> • Managing the day to day activities and staff resources assigned to the Support Division, including investigations, professional standards, administration, and records. • Handling any administrative issues and projects related to equipment and facilities. • Developing the budget and monitoring expenditures • Providing overall Departmental management in the absence of the Chief of Police, including the management of the Operations Division when necessary.

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Position	Authorized #	Key Roles and Responsibilities
Sergeant	3	<ul style="list-style-type: none"> • 1 of the positions is assigned to Detective supervision, responsible for the following: <ul style="list-style-type: none"> - Reviewing case reports and assigning to detectives - Conducting background investigations - Handling cases as the primary, as well as providing back-up to detectives when necessary - Serving as a liaison to other departments and law enforcement agencies. • 1 of the positions is assigned as the Administrative Sergeant, responsible for the following: <ul style="list-style-type: none"> - Managing and monitoring departmental training - Facilitating emergency management programs - Developing departmental policies and procedures - Administrator for the online reporting system - Serving as the liaison to Valley Communications Center and Highland Community College. • 1 of the positions is assigned to Professional Standards, responsible for the following: <ul style="list-style-type: none"> - Documenting allegations of misconduct - Reviewing complaint information - Conducting use of force investigations - Monitoring sensitive data (e.g., racial profiling) - Conducting quarterly audits of the evidence room
Police Officer	6	<ul style="list-style-type: none"> • 4 of the positions are assigned to the Detectives unit, and are generally allocated as follows: <ul style="list-style-type: none"> - 1 of the positions is focused on financial crimes (identify theft, forgery, fraud, etc.), and also handles adult protective referrals. - 1 of the positions is focused on domestic violence, felony assaults, felony order violations, as well as other general crimes. - 1 of the positions is focused on major crimes (felony assaults, adult rapes, robberies, kidnappings, homicides, etc.) - 1 of the positions is focused on child crimes (any felony case involving a child), handling CPS referrals, etc. • 1 of the positions serves as the Academy TAC Officer and is dedicated to teaching courses at the statewide training academy • 1 of the positions serves as the School Resource Officer within the Highline School District, including for 1 high-school, 1 middle school, a private school, a non-traditional high-school, and several elementary schools.

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Position	Authorized #	Key Roles and Responsibilities
Community Service Officer	2	<ul style="list-style-type: none"> • 1 of the positions handles and facilitates various community-related activities, including for prevention programs (neighborhood watch and business groups), and also carries out crime analysis activities such as creating crime bulletins, reviewing case report data, etc. • 1 of the positions serves as the alarm program administrator, volunteer coordinator, assists with emergency management plans, and other community-related activities.
Evidence Specialist	1	<ul style="list-style-type: none"> • Managing the intake process for evidence, as well as evidence dispositions, including picking up and deliveries to and from the crime lab, picking up rape kits at hospitals, etc.
Office Manager	1	<ul style="list-style-type: none"> • Manages the resources and activities related to any records processing in the Police Department. • Responds to public records requests and subpoenas. • Facilitates and develops various types of reports related to seizure and forfeiture, Department of Justice, etc. • Serves as an administrator for access to various law enforcement and crime information databases.
Records Specialist	6	<ul style="list-style-type: none"> • Staffing the front counter and answering the Department business lines, routing phone calls, taking messages, etc. • Transcribing any digital statement recordings made by the officers from witness, suspect, and victims interviews. • Making entries into NCIC and WASIC (warrants, orders, stolen cars, missing people, stolen property, etc.). • Positions may focus on various areas and administrative processes, including inputting alarm permit application information into RMS, NCIC validations, fingerprint processing between the State and FBI, records retention, UCR data entry, etc.
Operations Division		
Commander	1	<ul style="list-style-type: none"> • Managing the day to day activities and staff resources assigned to the Operations Division, including field patrol activities and animal control. • Developing the budget and monitoring expenditures • Providing overall Departmental management in the absence of the Chief of Police, including the management of the Support Services Division when necessary.

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Position	Authorized #	Key Roles and Responsibilities
Sergeant	5	<ul style="list-style-type: none"> Managing the activities of the respective assigned patrol shift, including scheduling, deployment, etc. Reviewing and approving reports written by patrol officers during their respective shift. Monitoring calls for service and officer-initiated activities to manage workload and performance, including serving as back-up to calls for service when necessary. Ancillary duties including strategic planning, training coordination, development and implementation of policies and procedures, running statistical reports, etc.
Police Officer	20 (3 – Vacant)	<ul style="list-style-type: none"> Providing direct field response to community-generated emergency and non-emergency calls for service. Engaging in proactive duties such as area checks, field interrogations, traffic stops, etc. Officers work 12-hour schedule and are allocated as follows: <ul style="list-style-type: none"> A – Team: 5 positions (1 vacant) B – Team: 5 positions (1 vacant) C – Team: 5 positions D – Team: 5 positions (1 vacant) The teams rotate between Days and Nights and include two 3-month rotations and three 2-month rotations.
Animal Control Officer	1	<ul style="list-style-type: none"> Responds to animal-related calls for service, including vicious dogs, dog bits, etc. Conducting welfare checks and provided education to the pet owners on pet care and safety. Conducting investigations regarding the declaration of dangerous dogs. Working with area shelter and veterinarian service providers on animal issues. Conducting proactive duties such as dog bite education and prevention presentations to the community and to schools.
Total Staffing	49 (4 – Vacant)	

2. THE POLICE DEPARTMENT IS SUPPORTED WITH A 2011 ADOPTED BUDGET OF \$7.9 MILLION, INCLUDING \$6.4 MILLION ALLOCATED FROM THE GENERAL FUND AND \$1.5 MILLION FROM THE LEVY LID LIFT.

To support the organization, operations, and activities of the Police Department, the City has adopted a \$6.4 Million general fund budget allocated among the following:

- Administrative Division

- Civil Service
- Detective Division
- Patrol Division
- Grants
- Animal Control

The following table identifies the specific allocation among these separate functions and cost items:

	Division							
Cost Item	Admin.	Civil Service	Detective	Patrol	Animal Control	Grants	Total	% of Total
Salaries and Wages	\$866,467	\$10,197	\$563,024	\$1,795,709	\$70,898	\$193,986	\$3,500,281	54.6%
Personnel Benefits	\$378,729	\$1,611	\$211,576	\$677,267	\$22,158	\$73,012	\$1,364,353	21.3%
Operating Supplies	\$32,909	\$2,000	\$15,789	\$120,807	\$4,580	NA	\$176,085	2.7%
Professional Services	\$735,114	\$500	\$24,545	\$84,140	\$13,804	NA	\$858,103	13.4%
Computer Maintenance	\$120,821	NA	\$58,485	\$323,104	\$9,713	NA	\$512,123	8.0%
Capital / Other	NA	\$222	NA	NA	NA	NA	\$222	0.0%
Total	\$2,134,040	\$14,530	\$873,419	\$3,001,027	\$121,153	\$266,998	\$6,411,167	100.0%
% of Total	33.3%	0.2%	13.6%	46.8%	1.9%	4.2%	100.0%	

As this shows, nearly 55% of the budget is allocated for personnel salaries and wages, followed by 21% for personnel benefits, and 13% for professional services (which includes the dispatching contract). Among the Divisions, Patrol is allocated nearly 47% of the total budget, followed by Administration and the Detectives.

In addition, the Police Services Restoration was established with the purpose of segregated levy lid lift property taxes authorized by voters in the May 16, 2006 Special Election, which is set to expire in 2013. During 2011, the expenditure amount was \$1,536,921 – equating to a total Police Department budget of \$7,948,088.

3. THE POLICE DEPARTMENT RESPONDED TO OVER 11,600 CALLS FOR SERVICE AND INITIATED OVER 5,600 ACTIVITIES.

The project team identified the number of incidents and calls for service from a review of raw dispatch data (for the calendar year 2010).

(1) Community-Generated Calls for Service

The following table illustrates the community-generated incidents or calls for service workload by time of day and day of week. This was primarily determined by identifying the incidents with valid dispatch times and dates, as well as valid unit response / arrival times and dates (that did not equal each other).

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
0000	104	51	68	58	57	62	86	486	1.3
0100	86	52	43	39	45	49	55	369	1.0
0200	66	38	33	29	37	46	69	318	0.9
0300	68	27	24	21	34	23	59	256	0.7
0400	35	22	25	15	22	16	42	177	0.5
0500	24	10	19	10	8	20	21	112	0.3
0600	27	33	22	25	26	25	24	182	0.5
0700	29	32	39	44	38	46	35	263	0.7
0800	28	53	48	47	52	50	43	321	0.9
0900	40	68	66	56	57	58	58	403	1.1
1000	51	83	69	75	93	55	92	518	1.4
1100	73	72	77	77	71	68	92	530	1.5
1200	72	79	78	96	94	80	81	580	1.6
1300	70	93	90	79	78	87	84	581	1.6
1400	79	110	114	90	89	102	89	673	1.8
1500	86	118	105	88	91	86	80	654	1.8
1600	80	107	116	100	99	89	93	684	1.9
1700	68	90	85	69	79	79	84	554	1.5
1800	83	119	106	92	110	107	118	735	2.0
1900	98	115	90	102	93	117	111	726	2.0
2000	89	85	95	86	82	86	108	631	1.7
2100	99	77	99	94	83	95	104	651	1.8
2200	81	83	98	92	84	118	128	684	1.9
2300	60	65	75	58	71	104	104	537	1.5
Total	1,596	1,682	1,684	1,542	1,593	1,668	1,860	11,625	31.8

The following points highlight the activity levels above, with the shaded colors highlighting the 12-hour patrol shift times:

- The Police Department generally experiences the highest levels of community-generated calls for service between the hours of 1400 and 2300, with nearly 2 calls for service each hour, on average.
- The Police Department generally experiences the lowest levels of community-generated calls for service between the hours of 0200 and 0900, with less than 1 call for service each hour, on average.
- The AM patrol shift experiences an average of 1.4 calls for service per hour, versus the PM patrol shift experiencing an average of 1.3 calls for service

In total, the Department experiences nearly 32 calls for service per day, or between 1 – 2 community-generated calls for service per hour. The following table identifies the final call type and priority for these calls:

#	Type	Total
1	Priority 2: 911 Hang-up or open 911 line.	1,006
2	Priority 3: Subjects acting suspiciously such as hiding or running, not prowling around a residence, business or vehicle.	609
3	Priority 3: Welfare check.	561
4	Priority 3: Verbal domestic in progress.	420
5	Priority 4: Theft, excluding auto theft and shoplifting. (Report: Occurred 16 or more minutes prior)	385
6	Priority 4: Animal complaints and game violations.	303
7	Priority 3: Residential burglary alarm.	293
8	Priority 3: Unwanted subject(s).	291
9	Priority 3: Suspicious vehicle.	270
10	Priority 4: Follow-up report.	253
11	Priority 3: Verbal dispute in progress.	250
12	Priority 3: Civil standby or problem. Standby to keep the peace or non-criminal situation.	244
13	Priority 2: Physical domestic in progress. Also any of the involved subjects are damaging property or high potential for violence.	222
14	Priority 4: Traffic related complaint.	220
15	Priority 3: Juvenile problem.	210
16	Priority 4: Suspicious activity report.	201
17	Priority 4: Auto theft. (Report: Occurred 16 or more minutes prior)	198
18	Priority 3: Loud music complaint.	197
19	Priority 2: Shoplifting in progress.	185
20	Priority 2: Suspicious circumstances or activity such as prowling outside a residence, business, or vehicle.	185
21	Priority 4: Residential burglary. (Report: Occurred 16 or more minutes prior)	165
22	Priority 3: DUI arrest or broadcast.	157
23	Priority 3: Loud party complaint.	153
24	Priority 3: Loud noise complaint.	149

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25	Priority 3: Drug activity or violation of the of the Uniform Controlled Substance Act (VUCSA) in progress.	146
26	Priority 3: Non-injury/non-blocking accident.	135
27	Priority 4: Malicious mischief/vandalism. (Report: Occurred 16 or more minutes prior)	132
28	Priority 4: Juvenile runaway.	131
29	Priority 4: Parking complaint.	128
30	Priority 2: Physical fight in progress.	110
31	Priority 4: Non-priority request for assistance from an outside agency.	110
32	Priority 3: Commercial burglary alarm at any type of business.	102
33	Priority 3: Assistance to fire department personnel. Not used when firefighter safety is being threatened.	102
34	Priority 4: Fireworks complaint.	98
35	Priority 4: Occupied stolen vehicle recovery. (Report: Occurred 16 or more minutes prior)	90
36	Priority 3: Intoxicated subject(s) or subjects that have been drinking.	86
37	Priority 3: Illegal discharge of a firearm.	79
38	Priority 2: Traffic stop.	79
39	Priority 4: Lost or found property.	75
40	Priority 2: Suicidal subject.	73
41	Priority 3: Misdemeanor warrant arrest.	72
42	Priority 3: 911 hang-up that upon call back was determined to be a false alarm with no need for police, fire or medical response.	71
43	Priority 3: Blocking disabled vehicle.	67
44	Priority 4: Fraud, including forgery of any type. (Report: Occurred 16 or more minutes prior)	63
45	Priority 4: Missing person report.	63
46	Priority 3: Suspicious subject stop.	63
47	Priority 3: Suspicious noise.	61
48	Priority 4: Harassment. (Report: Occurred 16 or more minutes prior)	60
49	Priority 2: Lost, found, neglected child in progress.	57
50	Priority 2: Theft in progress, excluding auto theft and shoplifting.	57
51	Priority 3: Malicious mischief/vandalism in progress.	54
52	Priority 4: Paper service (court orders, subpoenas)	54
53	Priority 4: Soliciting in progress.	54
54	Priority 4: Non-injury hit and run accident. (Report: Occurred 16 or more minutes prior)	52
55	Priority 2: Injury Accident-Fire (w/o medics) responding.	52
56	Priority 4: Verbal threats. (Report: Occurred 16 or more minutes prior)	52
57	Priority 4: Report for any type of domestic situation.	51
58	Priority 3: Blocking/non-injury accident.	50
59	Priority 2: Unknown if injury accident.	50
60	Priority 2: Residential panic alarm.	50
61	Priority 3: Theft, excluding auto theft and shoplifting. (Recent: Occurred 4-15 minutes prior)	48
62	Priority 2: Officer onview of a suspicious vehicle.	47
63	Priority 4: Citizen Assist-Keys locked in vehicle, house, etc.	46
64	Priority 3: Non-injury hit and run accident in progress.	45
65	Priority 2: Physical assault in progress.	44

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66	Priority 2: Violation of a court order in progress.	44
67	Priority 4: Physical assault. (Report: Occurred 16 or more minutes prior)	42
68	Priority 3: Unsecured structure.	42
69	Priority 4: Violation of a court order. (Report: Occurred 16 or more minutes prior)	41
70	Priority 3: Non-injury hit and run accident. (Recent: Occurred 4-15 minutes prior)	39
71	Priority 4: Commercial burglary. (Report: Occurred 16 or more minutes prior)	37
72	Priority 2: Disorderly subject	37
73	Priority 3: Physical domestic. (Recent: Occurred 4-15 minutes prior)	33
74	Priority 3: Verbal threats in progress.	33
75	Priority 3: Prostitution.	31
76	Priority 3: Deceased person.	30
77	Priority 3: Trespassing in progress.	30
78	Priority 3: Road hazard.	29
79	Priority 2: Felony warrant arrest.	29
80	Priority 4: Drug activity or violation of VUCSA. (Report: Occurred 16 or more minutes prior)	28
81	Priority 4: Request for extra patrol.	28
82	Priority 2: Fraud in progress, including forgery of any type	27
83	Priority 2: Lewd conduct in progress.	27
84	Priority 2: Residential burglary in progress.	26
85	Priority 3: Harassment in progress.	26
86	Priority 3: Malicious mischief/vandalism. (Recent: Occurred 4-15 minutes prior)	26
87	Priority 2: Overdose with fire (not medics) responding.	26
88	Priority E: CPR in progress. Telephone CPR instructions being provided or citizen performing.	25
89	Priority 3: Verbal threats. (Recent: Occurred 4-15 minutes prior)	25
90	Priority 2: High priority response to a request for assistance from an outside agency.	24
91	Priority 4: Administrative detail.	21
92	Priority 3: Harassment. (Recent: Occurred 4-15 minutes prior)	21
93	Priority 4: Miscellaneous priority 4 call.	21
94	Priority 3: Physical assault. (Recent: Occurred 4-15 minutes prior)	20
95	Priority 3: Drug activity or violation of the of the Uniform Controlled Substance Act (VUCSA).(Recent: Occurred 4-15 minutes prior)	20
96	Priority 3: Residential burglary. (Recent: Occurred 4-15 minutes prior)	19
97	Priority 3: Verbal domestic. (Recent: Occurred 4-15 minutes prior)	19
98	Priority 4: Illegal dumping.	19
99	Priority 3: Verbal dispute. (Recent: Occurred 4-15 minutes prior)	18
100	Priority 3: Non-injury accident involving a driver under the influence of alcohol or drugs.	17
101	Priority 1: Threats with a gun or knife in progress.	17
102	Priority 1: Hold up alarm at a business (excluding banks).	16
103	Priority 2: Armed or strong armed robbery. (Recent: Occurred 4-15 minutes prior)	16
104	Priority 3: Unknown type alarm.	15
105	Priority 2: Strong armed robbery in progress.	15
106	Priority 4: Sex offense. (Report: Occurred 16 or more minutes prior)	15
107	Priority 3: Traffic signal malfunction.	15
108	Priority 4: Abandon Vehicle	14

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109	Priority 4: Physical abuse of a child. (Report: Occurred 16 or more minutes prior)	14
110	Priority 3: Armed or strong armed robbery. (Report: Occurred 16 or more minutes prior)	14
111	Priority 3: Shoplifting. (Recent: Occurred 4-15 minutes prior)	14
112	Priority 4: Warrant pick up.	13
113	Priority 1: Domestic dispute involving a gun or knife in progress.	12
114	Priority 3: Violation of a court order. (Recent: Occurred 4-15 minutes prior)	11
115	Priority 4: Non-injury/non-blocking accident. (Report: Occurred 16 or more minutes prior)	10
116	Priority 3: Rape report. (Report: Occurred 16 or more minutes prior)	10
117	Priority 1: Suicidal subject with a gun or knife.	10
118	Priority 4: Verbal dispute. (Report: Occurred 16 or more minutes prior)	9
119	Priority 4: Shoplifting. (Report: Occurred 16 or more minutes prior)	9
120	Priority 4: Clear the parking lot of a business. A request to disperse unwanted individuals from outside a business.	8
121	Priority 3: Fraud, including forgery of any type. (Recent: Occurred 4-15 minutes prior)	8
122	Priority 3: Vehicle alarm.	7
123	Priority 3: Auto theft recent. (Recent: Occurred 4-15 minutes prior)	7
124	Priority 3: Citizen Hazard. A situation exists that may be hazardous to a citizens.	7
125	Priority 4: Child Protective Service referral.	7
126	Priority 1: Armed robbery in progress.	7
127	Priority 2: Occupied stolen vehicle recovery.	6
128	Priority 3: Occupied stolen vehicle recovery. (Recent: Occurred 4-15 minutes prior)	6
129	Priority E: Bank robbery in progress.	6
130	Priority 3: Lost, found, neglected child report. (Report: Occurred 16 or more minutes prior)	6
131	Priority 1: Physical fight in progress involving a gun or knife.	6
132	Priority 4: Lew conduct. (Report: Occurred 16 or more minutes prior)	6
133	Priority 4: Emergency message delivery. Death or ill family member notification.	6
134	Priority 1: Overdose with medics responding.	6
135	Priority 2: Threats with a gun or knife. (Recent: Occurred 4-15 minutes prior)	6
136	Priority 1: Injury Accident-Fire and medics responding.	5
137	Priority 2: Auto theft in progress.	5
138	Priority 2: Commercial burglary in progress.	5
139	Priority 2: Officer flagged down by citizen initially for unknown reason.	5
140	Priority 3: Lewd conduct. (Recent: Occurred 4-15 minutes prior)	5
141	Priority 3: Liquor violation in progress.	5
142	Priority 4: Soliciting. (Report: Occurred 16 or more minutes prior)	5
143	Priority 3: Commercial burglary. (Recent: Occurred 4-15 minutes prior)	4
144	Priority 4: Soliciting. (Recent: Occurred 4-15 minutes prior)	4
145	Priority 2: Traffic (vehicle) pursuit.	4
146	Priority 4: Alarm follow-up.	3
147	Priority 3: Blocking disabled vehicle.	3
148	Priority E: Carjacking with a gun or knife in progress.	3
149	Priority 2: Domestic dispute involving a gun or knife. (Recent: Occurred 4-15 minutes prior)	3
150	Priority 1: Stabbing (medics en-route due to reported injury).	3
151	Priority 1: Stabbing.	3

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152	Priority 1: Officer request for assistance. Two or more officers needed to respond.	2
153	Priority 2: Intentional fires such as a mailbox set on fire. In progress.	2
154	Priority 3: Intentional fires such as mailboxes set on fire. (Recent: Occurred 4-15 minutes prior)	2
155	Priority 4: Intentional fires such as a mailbox set on fire. (Report: Occurred 16 or more minutes prior)	2
156	Priority 3: Miscellaneous priority 3 call.	2
157	Priority 2: Sex offense in progress.	2
158	Priority 3: Sex offense. (Recent: Occurred 4-15 minutes prior)	2
159	Priority E: Shots fired, unknown injuries. Also used for sniper attacks.	2
160	Priority 3: Trespassing. (Recent: Occurred 4-15 minutes prior)	2
161	Priority 4: Walk through of a business/bar.	2
162	Priority 4: Telephone message for an officer.	1
163	Priority 2: Abduction/Kidnapping (Recent: Occurred 4-15 minutes prior)	1
164	Priority 3: Abduction/Kidnapping. (Report: Occurred 16 or more minutes prior)	1
165	Priority 1: Vehicle accident involving water where occupants are or may be at risk of drowning.	1
166	Priority 1: Hold up alarm at a bank.	1
167	Priority 2: Assault with a gun or knife involved. (Recent: Occurred 4-15 minutes prior)	1
168	Priority 1: Assault with a gun or knife involved that is in progress.	1
169	Priority 1: Bomb or explosive device found.	1
170	Priority 3: Carjacking with a gun or knife. (Report: Occurred 16 or more minutes prior)	1
171	Priority 4: Subsequent case number requested. Associated with an original incident.	1
172	Priority 2: Physical abuse of a child in progress.	1
173	Priority 2: Officer request for a backup unit.	1
174	Priority 2: Public demonstration.	1
175	Priority 2: Unknown or suspicious substance found.	1
176	Priority 3: Request for a K-9 unit.	1
177	Priority 4: Liquor violation. (Report: Occurred 16 or more minutes prior)	1
178	Priority E: Mass casualty incident level 1. Involving 1-10 patients.	1
179	Priority 2: Commercial panic alarm, including ATM alarms.	1
180	Priority 2: Subject pursuit (usually a foot pursuit).	1
181	Priority 4: Transportation detail.	1
		11,625

In total, there were 181 separate call types utilized, with the top 5 call types accounting for 25% of the total call volume and included hang-ups, suspicious subjects, welfare checks, domestic violence, and theft calls for service. Overall, Emergency and Priority 1 calls for service accounted for just over 1% of total call volume, Priority 2

accounting for over 23%, Priority 3 accounting for nearly 47%, and Priority 4 calls nearly 29% of call volume.

(2) Self-Initiated Activities / Calls for Service

Utilizing the raw data, the following table illustrates the self-initiated incidents workload by time of day and day of week, specifically for the call types “Traffic Stop”, “Suspicious Subject Stop”, “Officer On-view of Suspicious Vehicle”, and “Welfare Check”:

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
0000	15	25	17	12	11	14	7	101	0.3
0100	6	21	17	17	14	10	7	92	0.3
0200	9	4	8	9	5	9	11	55	0.2
0300	4	14	6	9	5	6	11	55	0.2
0400	4	10	3	6	6	4	5	38	0.1
0500	4	5	8	5	5	3	1	31	0.1
0600	2	4	1	7	3	0	0	17	0.0
0700	17	15	13	9	10	5	7	76	0.2
0800	18	35	24	19	18	10	6	130	0.4
0900	23	12	23	21	18	15	17	129	0.4
1000	24	27	16	29	25	15	15	151	0.4
1100	29	21	18	10	18	9	27	132	0.4
1200	16	13	7	12	18	5	11	82	0.2
1300	12	20	19	16	21	17	23	128	0.4
1400	22	22	25	27	13	15	20	144	0.4
1500	27	20	34	16	30	13	21	161	0.4
1600	20	14	21	22	16	14	11	118	0.3
1700	5	14	12	16	23	11	3	84	0.2
1800	5	1	7	7	7	16	11	54	0.1
1900	14	12	21	19	17	21	20	124	0.3
2000	16	24	33	23	28	22	23	169	0.5
2100	19	22	32	30	25	20	31	179	0.5
2200	21	21	20	16	25	43	15	161	0.4
2300	22	18	20	9	19	12	18	118	0.3
Total	354	394	405	366	380	309	321	2,529	6.9

In total, the Department officers are initiating between 6 to 7 activities per day based on the count of the respective call types identified above.

(3) Total Activity by District

The following table summarizes the total community-generated calls for service and self-initiated activity per district:

#	District	Community-Generated	Self-Initiated	Total
1	2	932	510	1,442
2	2	988	148	1,136
3	1	671	235	906
4	2	527	179	706
5	5	611	55	666
6	1	568	94	662
7	2	410	160	570
8	4	467	67	534
9	5	436	46	482
10	4	410	64	474
11	4	387	69	456
12	6	321	124	445
13	1	382	21	403
14	4	341	20	361
15	3	330	19	349
16	2	286	57	343
17	5	182	145	327
18	1	295	18	313
19	5	229	67	296
20	1	231	34	265
21	1	242	9	251
22	3	179	44	223
23	1	202	19	221
24	2	128	83	211
25	1	160	41	201
26	1	152	39	191
27	5	60	62	122
28	Marina	107	13	120
29	4	112	5	117
30	2	92	3	95
31	5	83	7	90
32	2	83	3	86
33	2	80	2	82
34	3	74	2	76
35	2	68	5	73
36	6	59	12	71
37	3	68	1	69
38	3	60	7	67
39	2	57	5	62
40	2	52		52
41	2	37	5	42
42	2	36	2	38
43	2	31	6	37

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#	District	Community-Generated	Self-Initiated	Total
44	3	36		36
45	3	34	1	35
46	2	31		31
47	College	25	1	26
48	2	24		24
49	2	19	5	24
50	2	17	4	21
51	4	19	2	21
52	2	20		20
53	3	16	1	17
54	2	14	3	17
55	2	16		16
56	1	12	3	15
57	3	15		15
58	1	13		13
59	2	13		13
60	3	13		13
61	3	13		13
62	2	10		10
63	State Park	8	1	9
64	1	7		7
65	2	7		7
66	2	5		5
67	3	4		4
68	2	3		3
69	3	3		3
70	1	1		1
71	2	0	1	1
72	3	1		1
	Total	11,625	2,529	14,154

As this shows, the highest level of activity originate from District 2 in neighborhoods in the eastern portion of the City of Des Moines along Highway 99.

Based on this information, the following summarizes the total activities by district:

District	# of CFS	% of Total
1	3,449	24.4%
2	5,167	36.5%
3	921	6.5%
4	1,963	13.9%
5	1,983	14.0%
6	516	3.6%
College	26	0.2%
Marina	120	0.8%
State Park	9	0.1%
Total	14,154	100.0%

As this shows, the highest number of activities originate in District 2, followed by District 1, 4, and 5.

4. OTHER KEY WORKLOAD AND STAFFING INFORMATION

The table below summarizes other key workload and staffing information for the Des Moines Police Department during 2010:

Organizational / Operational Area	Summary	Workload Indicator
Accident Reports	Data from the RMS was downloaded for the number of total accident reports generated and completed.	A total of 241 accident reports were completed by 31 separate investigating officers, which ranged from 1 report per officer up to 22 per officer.
Arrests / Bookings	Data was pulled for the number of regular arrests and warrant arrests.	<ul style="list-style-type: none"> • Booked: 246 • Cited: 356 • Interviewed / Released: 31 • Charge Sheet Submitted: 71 <p>Total: 704</p> <ul style="list-style-type: none"> • DMPD Warrant: 97 • OSA – Misd: 81 • OSA – Felony: 33 • OSA – Traffic: 1 <p>Total: 212</p>
Field Interviews	Data from the RMS was downloaded for the number of field interview reports generated.	A total of 597 field interviews were completed by 33 separate officers, ranging from 1 per officers up to 94 per officer.
Investigations	Data from the case management system was downloaded identifying cases assigned, current open cases, cases yet to be assigned, cleared, etc.	<ul style="list-style-type: none"> • Cases Assigned: 375 • Current Open Cases: 32 • To be Assigned: 29
On-Line Reports	Data from the CopLogic Online Reporting System was obtained showing the number and types of reports being submitted, including for theft, vandalism, crime tips, hit and run, lost property, etc.	A total of 812 reports were submitted, with 726 being accepted (averaging nearly 2 online reports per day).

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Organizational / Operational Area	Summary	Workload Indicator
Personnel Availability	Timesheet data was examined to identify average personnel availability, including regular hours charged and leave times.	On average, officers assigned to patrol are working 1,693 regular hours, staff assigned to administration are working 1,662 regular hours, and staff assigned to detectives are working 1,699 regular hours. On average, personnel are utilizing between 400 – 500 hours for leave (including sick, vacation, bereavement, etc.)
Traffic Citations	Data from the RMS was downloaded for the number of traffic citations issued.	A total of 3,068 citations were issued encompassing 3,866 violations. Citations were issued by 38 separate officers, ranging from 1 per officers, up to 659 per officer.
Training	Training summaries were reviewed per sergeants and officers.	On average, officers are experiencing between 44 to 45 hours of training annually.

5. ANNUAL SALARY AND BENEFITS INFORMATION

To understand the basic compensation structure, the following table provides the annual salary information (for 2011 and includes a 2% cost-of-living increase) for the departmental classifications:

Classification	Annual Salary	
	Bottom Step	Top Step
Police Chief	\$106,759	\$132,348
Commander	\$91,258	\$113,148
Office Manager	\$50,672	\$62,808
Senior Secretary	\$40,047	\$49,656
Evidence Specialist	\$40,047	\$49,656
Records Specialist	\$38,507	\$47,736
Master Sergeant	\$89,004	\$100,092
Sergeant	\$85,584	\$94,356
Master PO III	\$75,348	\$87,228
Master PO II	\$72,456	\$85,560
Master PO I	\$73,152	\$82,260
Police Officer II	\$65,016	\$71,676
Master ACO II	\$60,108	\$66,264
Master ACO I	NA	\$64,980
Police Officer I	\$52,416	\$63,708

Classification	Annual Salary	
	Bottom Step	Top Step
Master CSO II	\$48,468	\$58,920
Master CSO I	\$51,384	\$57,780
Animal Control Officer	\$44,820	\$54,480

In addition, the project team reviewed the detailed benefits information for each of the existing positions of the Des Moines Police Department to determine the overall benefit rate, summarized below:

	Total Annual Salary GF Budget	Total City Benefits GF Budget	Benefits %
Total	\$3,476,281	\$1,233,063	35.5%

As shown above, the overall benefit percentage for department employees is 35.5%, and include such items as holiday pay, group health plans, vision, dental, pension, disability insurance, unemployment, and social security and Medicare costs.

APPENDIX B:

EMPLOYEE SURVEY RESULTS

As part of the Organizational Review, the Matrix Consulting Group distributed an employee survey to sworn and non-sworn personnel of the Police Department. Although several staff interviews were conducted on a one-on-one basis, the survey provided all employees an opportunity to provide input, as well as the ability to quantify employee perceptions regarding a number of organizational aspects. In total, 40 employees completed the survey, including 31 sworn personnel and 9 non-sworn personnel, equating to a very high response rate of over 90%.

The employees were asked to rate statements (using a scale of 1 to 10), ranging from Strongly Disagree to Strongly Agree, and from Poor to Excellent in the following categories:

- Service to the Community
- Management / Administration
- Organization, Staffing, and Operations
- General Capabilities
- Equipment and Facilities

In general, employees have the highest levels of agreement regarding community perceptions, especially related to the thought that residents and businesses strongly support and want to retain their own Police Department. Additionally, the other areas of strongest employee satisfaction was around the quality of services delivered to the community (in terms of response times and relationships), as well as high levels of

satisfaction regarding the quality of equipment and facilities. Conversely, the lowest levels of satisfaction was the lack of regional coordination with surrounding agencies, the lack of follow-up to property crimes, the inability for the Police Department to make decisions in a timely manner, and the lack of staff accountability within the organization.

1. THE MAJORITY OF RESPONDENTS AGREE THAT SERVICE TO THE COMMUNITY IS MEETING EXPECTATIONS, AND THAT THE POLICE DEPARTMENT IS HIGHLY SUPPORTED BY RESIDENTS AND BUSINESSES.

The following table summarizes the results of statements related to service to the community:

Statement	Disagree	Neutral	Agree
1. The Des Moines Police Department meets the service expectations of the community.	17.9%	17.9%	64.1%
2. Compared to other police departments in the area, Des Moines provides high levels of service.	30.8%	23.1%	46.2%
3. City residents expect to have their own police department rather than a regional one.	10.3%	20.5%	69.2%
4. Compared to other police departments in the area, Des Moines has an appropriate amount of resources for police services.	66.7%	15.4%	17.9%
5. "Community policing" is a high priority for the Department.	23.1%	35.9%	41.0%
6. City residents and businesses support their police department	5.1%	25.6%	69.2%

As shown above, the majority of respondents agree that the Police Department is meeting the service expectations of the community and that the city residents and businesses are highly supportive of them. On the other hand, the majority of respondents disagree that they have an appropriate amount of resources, especially when compared to surrounding agencies.

Based on our experience with other police departments and police department employee surveys, the percentage of agreement to the statement of meeting service expectations is typically higher for other police departments – ranging from 70% to over

80% (indicating a potential issue). The results for the other statements are generally in line with other police departments survey results.

2. THERE ARE SIGNIFICANT CHALLENGES RELATED TO PERCEPTIONS ABOUT ORGANIZATIONAL MANAGEMENT AND ADMINISTRATION.

The following table summarizes the results of statements related to service to general management and administration:

Statement	Disagree	Neutral	Agree
7. Our Department has a clear vision / direction for the future.	60.5%	18.4%	21.1%
8. I am kept informed of important Departmental information.	57.9%	15.8%	26.3%
9. My opinions are listened to and considered in this Department.	47.4%	23.7%	28.9%
10. My work performance expectations are made clear.	39.5%	28.9%	31.6%
11. When problems and issues arise, they are resolved quickly.	68.4%	21.1%	10.5%
12. Staff at all levels of the organization are held accountable for their actions.	73.7%	7.9%	18.4%
13. Our Department seems to be innovative and progressive.	60.5%	21.1%	18.4%
14. Our Department does a good job planning and scheduling our work assignments.	52.6%	18.4%	28.9%
15. Our Department does a good job of making decisions in a timely manner.	76.3%	13.2%	10.5%
16. Our policies and procedures are up to date and consistently followed by staff.	50.0%	13.2%	36.8%
17. Our Department personnel have a strong sense of teamwork.	28.9%	36.8%	34.2%

As shown above, there are significant issues from an organizational management and culture perspective which need to be addressed. The majority of respondents expressed disagreement with 8 out of the 11 statements, with the highest extent of dissatisfaction relating to the following:

- Inability to make decisions in a timely manner
- Staff at all levels not being held accountable
- Inability to resolve problems and issues
- Lack of a clear vision and direction for the future

Given the current organizational and operational climate (e.g., budget challenges, resource reductions, staff turnover, position vacancies, etc.), these results are not completely surprising, and in addition may point to systemic problems in the organization. Additionally, based on our experience with other police departments and police department employee surveys, these results further highlight the need to address some issues in order to raise the level of morale in the department. Even for challenged police departments, we typically see between 30% to 40% in agreement for having a clear vision and direction for the future.

3. THE MAJORITY OF RESPONDENTS PERCEIVE THEIR STAFFING LEVELS TO BE INADEQUATE, AND ALSO BELIEVE THAT CONSOLIDATING AND SHARING RESOURCES WOULD ENHANCE PUBLIC SAFETY.

The following table summarizes the results of statements related to service to organization, staffing, and operations.

Statement	Disagree	Neutral	Agree
18. We have the staff we need to perform safely and effectively during incidents.	73.7%	15.8%	10.5%
19. I can make a career at the Des Moines Police Department.	29.7%	32.4%	37.8%
20. Our Department effectively uses performance measures to improve services.	74.3%	17.1%	8.6%
21. Our personnel have a strong work ethic.	28.9%	21.1%	50.0%
22. We can enhance public safety by consolidating or sharing resources with surrounding law enforcement agencies.	15.8%	23.7%	60.5%

As shown above, the majority of respondents agree that consolidating or sharing resources with surrounding agencies may improve public safety. On the other hand, the majority of respondents perceive the amount of staffing is lacking in order to perform safely and effectively, as well as there is not an effective use of performance measures to improve services (which also relates to general management and staff accountability issues, because if no proper performance measures are in place, then personnel cannot

be held strictly accountable). The statement which is also of concern is about work ethic, with only half of the department perceiving their respective personnel has a strong work ethic. This indicates that not only do personnel have an issue with overall management and administration, but also have issues with their colleagues (as only half perceiving their colleagues are working hard).

Regarding workload, the following table summarizes the perceptions about workload activity:

Statement	% of Responses
About the right balance between time available and the amount of work.	15.8%
Sometimes my workload is heavy, but most of the time I can keep up.	55.3%
I could handle more work without being overloaded.	15.8%
I am always overloaded. I can never catch up.	13.2%

In comparison to other police department surveys, this is a typical response spread, with the majority perceiving themselves busy, but able to keep up, and only 13% perceiving themselves to be overloaded.

4. THERE ARE A NUMBER OF KEY CAPABILITIES THAT THE MAJORITY OF RESONDENTS PERCEIVE AS GOOD AND EXCELLENT.

The following table summarizes the results of statements related to primary law enforcement capabilities.

Capabilities	Poor	Fair	Good	Excellent
24a. Response times to calls for service.	0.0%	8.6%	51.4%	40.0%
24b. Availability of backup for officer safety.	14.3%	20.0%	42.9%	22.9%
24c. Department capabilities for selective enforcement of targeted problems.	62.9%	25.7%	8.6%	2.9%
24d. Amount of proactive time in the field.	28.6%	31.4%	28.6%	11.4%
24e. The way officers deal with citizens.	5.6%	5.6%	50.0%	38.9%
24f. Follow-up investigations for person crimes	17.1%	25.7%	42.9%	14.3%

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Capabilities	Poor	Fair	Good	Excellent
24g. Follow-up investigations for property crimes	77.1%	20.0%	0.0%	2.9%
24h. Level of traffic enforcement.	47.2%	30.6%	19.4%	2.8%
24i. Quality of dispatch services.	0.0%	11.4%	48.6%	40.0%
24j. Availability and content of training.	22.9%	20.0%	37.1%	20.0%
24k. Crime analysis.	54.3%	37.1%	8.6%	0.0%
24l. Coordination with regional agencies (for narcotic enforcement, gang enforcement, etc.)	85.7%	5.7%	8.6%	0.0%

As shown above, the majority of respondents rated “good” or “excellent” the following:

- Response time to calls for service
- Availability of backup
- The way officers deal with citizens
- Follow up to person crimes
- Quality of dispatch services
- Availability of content and training

Although in general the respondents have various issues with management, administration, and staffing levels, there is widespread agreement that the Police Department personnel are doing a good job in fundamental law enforcement services, such as responding quickly to calls for service, backing each other up, etc. The areas of general concern for the respondents is the lack of proactive capabilities (i.e., targeted enforcement and traffic enforcement), coordination with regional agencies on issues, crime analysis, and ability to follow up on property crimes.

5. THE MAJORITY OF RESPONDENTS ARE GENERALLY SATISFIED WITH THEIR EQUIPMENT AND FACILITIES.

The following table summarizes the results regarding equipment and facilities:

Item	Poor	Fair	Good	Excellent
25a. Vehicles	0.0%	19.4%	47.2%	33.3%
25b. Radios	2.8%	13.9%	47.2%	36.1%
25c. Officer personal equipment	2.8%	8.3%	44.4%	44.4%
25d. Mobile Data Computers	2.9%	14.3%	54.3%	28.6%
25e. Police Facility	5.3%	23.7%	50.0%	21.1%

As shown above, the majority of respondents were satisfied with their vehicles, radios, personal equipment, etc. These results are generally comparable to other police departments, and is a positive attribute for the Police Department, in that employees are being equipped with adequate resources.

6. OPEN-ENDED COMMENTS

The respondents were provided an opportunity to comment on a number of questions. Their responses are summarized in the following table based on the most common themes and answers:

Question	Summary of Key Answers
What are the most important strengths of the Police Department?	<ul style="list-style-type: none"> • The people, their abilities, and their dedication to the community • The competency, experience, and training of officers • Quality equipment and facilities • The commitment of staff to each other and the community • Good working conditions • The ability to respond efficiently and timely to calls for service
What are the most important improvement opportunities of the Police Department?	<ul style="list-style-type: none"> • Increased accountability • Stronger leadership that is consistent and cohesive • Additional resources for traffic safety and enforcement, task forces, and property crimes • Better inter-departmental communications and coordination • Stronger support from the City Council and City Manager

Question	Summary of Key Answers
What functions / services / resources should be shared or consolidated with other agencies?	<ul style="list-style-type: none">• Crime analysis• Vehicle maintenance• Emergency management• Traffic enforcement and other special task forces (drugs, gangs, narcotics, etc.• Animal control and services• Serious accident investigations• Merging of entire departments and contracting to Sheriff

In summary, the key themes from the comments was that staff generally view themselves as working well together and committed / dedicated to serving the community and delivery a high quality service, but that more needs to be done to improve the overall leadership, management, and direction of the Police Department, including increased accountability within the organization.

APPENDIX C: KEY COMPARATIVE INDICATORS

The Matrix Consulting Group conducted basic comparative research using publicly available information (e.g., city-data.com, budget and staffing documents) for the respective Washington jurisdictions. The table below illustrates some key comparative indicators as available:

City	Population	Crimes	Crimes / 1,000	GF Total	Total Staffing	GF Cost / Staff	GF Cost / Resident
Bothell	33,505	923	28	\$11,441,889	NA	NA	\$341.50
Bremerton	37,729	1,968	52	\$9,650,900	73	\$132,204	\$255.80
Burien	33,313	1,716	52	\$10,134,700	NA	NA	\$304.23
Des Moines	29,673	1,036	35	\$6,411,167	49	\$130,840	\$216.06
Edmonds	39,709	1,015	26	\$8,839,255	64	\$138,113	\$222.60
Issaquah	30,434	653	21	\$7,626,588	62	\$123,009	\$250.59
Longview	36,648	2,171	59	\$10,562,970	NA	NA	\$288.23
Lynnwood	35,836	2,382	66	\$15,377,468	NA	NA	\$429.11
Mount Vernon	31,743	2,223	70	\$6,891,411	58	\$118,817	\$217.10
Pullman	29,799	471	16	\$5,315,473	41.6	\$127,776	\$178.38
Puyallup	37,022	3,146	85	\$16,064,309	NA	NA	\$433.91
SeaTac	26,909	1,602	60	\$8,753,496	NA	NA	\$325.30
University Place	31,144	1,041	33	\$4,042,733	NA	NA	\$129.81
Walla Walla	31,731	1,542	49	\$7,433,660	71.5	\$103,967	\$234.27
Wenatchee	31,925	1,309	41	\$6,261,857	50	\$125,237	\$196.14
Average	32,824	1,547	46	\$8,719,760	56	\$126,377	\$262

The following points highlight the information above:

- The City of Des Moines is experiencing generally lower levels of crime versus the other jurisdictions (35 major crimes per 1,000 versus the average of 46 major crimes per 1,000).
- Based on general fund allocation, the City of Des Moines is spending \$216 per capita (below the sample average of \$248) and below compared to the national average based on the recent ICMA survey of \$270 per capita (including personnel, operations, and capital costs).
- Based on general fund allocation, the City of Des Moines is spending nearly \$131,000 per staff member (versus the sample average of \$126,000).

As indicated above, the costs are based on the Police Department general fund allocation. When factoring in the Levy Lid Lift of \$1.5 Million for a total Police Department budget of \$7,948,088 – the per capita law enforcement spending for the City of Des Moines equates to \$268 per resident and \$162,000 per staff member. It is important to note this information provides only contextual information, and is not meant to provide a direct “apples to apples” comparison to draw any definitive conclusions, as each of these jurisdictions have unique organizational, operational, and service level conditions. Nonetheless, the City of Des Moines costs per capita and costs per staff member are near or below average when considering only the general fund allocation, however, these respective costs are higher than the average when considering the Levy Lid Lift.

APPENDIX D: DIAGNOSTIC ASSESSMENT

In this Appendix, the primary operations, staffing and management of the Des Moines Police Department are compared with measures of effective organizations from throughout the country. The measures utilized have been derived from the project team's collective experience and represent the following ways to identify divisional strengths as well as improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other municipalities or "standards" of the profession from other organizations.
- Other statements of "effective practices" based upon consensus standards or performance goals derived from national or international professional service organizations.
- Identification of whether and how the department meets the performance targets.

The purpose of this assessment is to develop an initial overall assessment of departmental operations and identify primary opportunities for improvement, as input for the development of the project report.

Performance Target	Strengths	Potential Improvements																																																		
OPERATIONS																																																				
Proactive patrol time is between 40% and 50% after subtracting time handling calls for service and administrative tasks.		<div>Based on the number of community generated calls for service, associated workload, and officer availability, the DMPD patrol officers are experiencing an overall daily proactive time of 65%, estimated per hour as follows:</div> <table><tr><th>Hour</th><th>% Total Proactive Time</th></tr><tr><td>0000</td><td>65.4%</td></tr><tr><td>0100</td><td>73.7%</td></tr><tr><td>0200</td><td>77.4%</td></tr><tr><td>0300</td><td>81.8%</td></tr><tr><td>0400</td><td>87.4%</td></tr><tr><td>0500</td><td>92.0%</td></tr><tr><td>0600</td><td>87.0%</td></tr><tr><td>0700</td><td>81.3%</td></tr><tr><td>0800</td><td>77.1%</td></tr><tr><td>0900</td><td>71.3%</td></tr><tr><td>1000</td><td>63.1%</td></tr><tr><td>1100</td><td>62.3%</td></tr><tr><td>1200</td><td>58.7%</td></tr><tr><td>1300</td><td>58.6%</td></tr><tr><td>1400</td><td>52.1%</td></tr><tr><td>1500</td><td>53.4%</td></tr><tr><td>1600</td><td>51.3%</td></tr><tr><td>1700</td><td>60.6%</td></tr><tr><td>1800</td><td>47.7%</td></tr><tr><td>1900</td><td>48.3%</td></tr><tr><td>2000</td><td>55.1%</td></tr><tr><td>2100</td><td>53.6%</td></tr><tr><td>2200</td><td>51.3%</td></tr><tr><td>2300</td><td>61.8%</td></tr></table>	Hour	% Total Proactive Time	0000	65.4%	0100	73.7%	0200	77.4%	0300	81.8%	0400	87.4%	0500	92.0%	0600	87.0%	0700	81.3%	0800	77.1%	0900	71.3%	1000	63.1%	1100	62.3%	1200	58.7%	1300	58.6%	1400	52.1%	1500	53.4%	1600	51.3%	1700	60.6%	1800	47.7%	1900	48.3%	2000	55.1%	2100	53.6%	2200	51.3%	2300	61.8%
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CITY OF DES MOINES, WASHINGTON
Organizational Review and Performance Audit of Police Department

Performance Target	Strengths	Potential Improvements
The deployment of personnel is regularly evaluated, and is based on the calls for service per day, per hour and area of the City.	The DMPD is experiencing approximately between 1 – 2 community-generated calls for service per hour, and given the deployment of personnel, the workload is well-balanced between the shifts, with each shift officer handling an average of 0.42 – 0.44 calls per hour (or up to 1 call for service every other hour per officer).	There is not a formal / regular analysis of calls for service distribution (per hour, per day) to measure workload balance and distribution of personnel, including by district. The DMPD managers and supervisors should implement a formal process which examines calls for service distribution (monthly or quarterly) in order to ensure resources are deployed and utilized properly.
Are average response time targets (from dispatch to arrival) to calls for service being met? <ul style="list-style-type: none"> High Priority: 3 - 5 minutes Medium Priority: 5 – 15 min. Low Priority: 15 - 30 minutes 	The overall average response times to all calls for service is approximately 00:10:38 minutes, and are generally within best practice ranges for medium and low priority calls for service.	Overall response times for Priority E calls are longer than best practices, however, the project team needs to examine the raw data to further determine.
Patrol officers are engaged in at least one self-initiated activity per hour (e.g., traffic stops, field interrogations, community policing activities, etc.).		During CY 2010, the patrol officers initiated approximately 3,095 activities relating to traffic stops, suspicious activity stops, and welfare checks. This equates to 8 – 9 activities per 24-hour period for the DMPD, or 0.35 self-initiated activities per hour (or 1 activity every 2 – 3 hours). With approximately 3 – 4 patrol officers deployed in the street (excluding the sergeant), the DMPD is not meeting this performance target. The DMPD management should implement a performance standard which targets at least one officer-initiated activity per shift hour.

CITY OF DES MOINES, WASHINGTON
Organizational Review and Performance Audit of Police Department

Performance Target	Strengths	Potential Improvements
A "community-policing" strategy exists which directs the utilization of proactive time and includes a system to measure officer performance.		<p>The DMPD has not implemented a formal community-policing strategy in the City that engages both City resources in all departments and various business and neighborhood groups in a formal way.</p> <p>The DMPD management and supervisors should develop more formal policies and procedures which direct and measure the activities of officers during proactive time.</p>
The patrol schedule utilizes the most efficient approach to minimize overlapping hours.	The DMPD has implemented the 12-hour schedule, which does not have any overlapping shift hours during the day, and is more efficient than the 10-hour schedule.	
Approximately 20% to 30% of community generated calls for service are handled through alternative service delivery (i.e., civilian response).	The DMPD utilizes an online reporting tool.	<p>Currently, the DMPD is routing between 6% to 7% of community generated calls for service to alternative service delivery models.</p> <p>As such, the DMPD should adopt the target of between 20% to 30% of community-generated calls for service being handled by non-sworn personnel, online reporting, etc., and increase the utilization of the non-sworn Community Service Officers to respond in the field.</p>
Specialized field services such as dedicated traffic enforcement, street crime enforcement, narcotics and vice operations are provided.		<p>There is currently no allocation of staffing resources dedicated for proactive duties in traffic or other targeted enforcement.</p> <p>The DMPD should re-allocate / deploy resources for targeted proactive enforcement.</p>
The Department has dedicated crime analysis personnel to provide quantitative and qualitative analytical support.	The DMPD has assigned at least one Community Service Officer to engage in limited crime analysis activities, including development of crime bulletins, etc.	The DMPD should continue developing their crime analysis program to ensure field resources and investigators have the data necessary to engage in targeted enforcement.

CITY OF DES MOINES, WASHINGTON
Organizational Review and Performance Audit of Police Department

Performance Target	Strengths	Potential Improvements
SUPPORT SERVICES		
The number of active cases for “generalist” detectives averages 12-15 (weighted basis of person and property crimes).		Per the case management system, there are currently 32 open / active cases, which equates to 8 cases per each of the 4 detective positions (below the benchmark standard), including an opportunity to reduce resources or re-allocate to other areas of high priority within the DMPD.
Investigative cases are screened for quality and solvability by supervisory staff before being assigned to detectives.	There is a designated detective sergeant who reviews the patrol reports and assigns to personnel as necessary.	
A case management system is being used to assign and track cases.		<p>The detectives do not utilize the case management system to track cases, update status, update notes and files, etc.</p> <p>The DMPD investigators should better utilize the case management to limit any duplicative data entry, and provide a better way for management and supervisors to understand caseload and status.</p>
Investigative supervisors actively monitor and manage caseloads.		<p>Currently, the detective supervisor infrequently runs a report on the status of detective cases (perhaps twice per year).</p> <p>Although there are informal meetings regarding cases and caseloads, the supervisor should implement a weekly meeting to review cases, assign cases, and update the case management system on case status.</p>
Records systems are automated and integrated (CAD, RMS, report writing, etc.).		The current records and report writing capabilities are not automated, with officers generating reports from Word-based templates in the office that are printed out and reviewed by patrol supervisors in hard-copy.

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Performance Target	Strengths	Potential Improvements
The Department participates with local school districts in an SRO program; funding is shared.	The DMPD has a designated School Resource Officer allocated to the high-schools, middle-school, and elementary schools, with approximately half of the funding paid by the Highline School District.	
The Department has an active crime prevention program and is involved with businesses and neighborhood groups.	The DMPD has a designated resources, a non-sworn Community Service Officer that manages the community-related activities (such as the safe walk to school program, organizing the neighborhood watch associations, business groups, etc.)	The DMPD should continue to formalize and enhance its community-based programs as part of an overall community-policing strategy.
The Department has an active Volunteer Program		<p>Although there is a designated staff-member who serves as the “volunteer coordinator”, there is no formal program currently in place to identify volunteer opportunities, recruit, select, and retain volunteer resources.</p> <p>Given the estimated value of volunteer hours, the DMPD should develop and implement a more formal volunteer program in conjunction with other city-wide efforts.</p>
ORGANIZATIONAL STRUCTURE AND MANAGEMENT		
The command staff structure of the Police Department has efficient and effective spans of control (approximately 1:4-6).	Both the Support Division Commander and the Operations Division Commander have between 4 – 5 direct reports.	
The supervisory / staffing structure of the Police Department has efficient and effective spans of control (approximately 1:6 – 1:9).	The supervisory spans of control for the Sergeant positions in patrol and investigations are generally in-line with best practices, including for the Officer Manager, with 6 direct reports.	<p>There are narrow spans of control for the Professional Standards Sergeant position and the Administrative Sergeant position, with both having a 1 over 2 reporting relationship.</p> <p>The DMPD should explore the opportunity to consolidate these positions and re/allocate tasks and activities as necessary.</p>

CITY OF DES MOINES, WASHINGTON
Organizational Review and Performance Audit of Police Department

Performance Target	Strengths	Potential Improvements
Management staff developed and implements a strategic plan; annual planning session to update it.	The DMPD developed a comprehensive strategic plan in 2009 which includes Vision and Mission, Values, strategic issues, future objectives, and other areas.	Although a plan was developed, there is not a formal action plan to implement the strategies or formal framework to measure its implementation.
Both formal and informal complaints are followed-up by Department supervisors.	<p>The DMPD has designated a professional standards resources to follow-up and facilitate the complaint review process.</p> <p>When complaints are received, they are routed to the appropriate supervisor for review, with the more serious complaints being routed to the Commander and Chief positions.</p>	
The Department is involved in partnerships with other law enforcement agencies in regional law enforcement efforts and/or cost sharing of services.	<p>The DMPD is currently part of the regional dispatch center, as well as allocates an instructor resource at the regional training facility .</p> <p>Additionally, until recently, the DMPD had dedicated traffic enforcement and a dedicated task force consisting of 1 Sergeant and 4 patrol officers to engage in targeted enforcement (especially for specific neighborhoods in District 2).</p>	The City and DMPD should further explore opportunities to allocate resources for regional activities to leverage surrounding resources to the extent possible.
Officers receive at least 40 hours of training per year. In-service training includes hands on perishable skills training such as defensive tactics and high speed driving.	The DMPD personnel are experiencing an average of 44 – 45 hours of training annually related to weapons and firearms, restraints, evidence handling, computer skills, etc.	